



# INTERREG IVC Transnational Cooperation Project **“CERTESS”**

## **TOOL KIT** **for designing, planning and implementing a Cultural Route**

### **2. Route Implementation Plans**





## FOREWORD

Volume 2 summarizes the 11 Route Implementation Plans (RIPs) formulated by CERTESS partners in the latter period of project implementation (2014).

RIPs deal with different subjects and are at different route development stages, as shown in the following table.

PARTNER	RIP TYPES	ROUTE IMPLEMENTATION PLAN
<b>Italy</b>	Strengthening existing routes	Via Francigena, Via Benedicti, Via Amerina
<b>Malta</b>	New route	Caravaggio, Preti and the XVII Century Art in Malta
<b>Austria</b>	Strengthening existing routes	Salt Route “SalzAlpenSteig”
<b>Spain   Balears</b>	New route	Archeo-Sites in the Balearic Islands
<b>Spain   Andalusia</b>	Regional route network	Regional Route network
<b>Germany</b>	Policy guidance	A policy plan for Baden Württemberg region
<b>Czech Republic</b>	New route	European Cultural Route of St. Cyril and Methodius
<b>Poland</b>	New route	Palaces and Castles on Lower Silesia
<b>Luxembourg   MC</b>	Linking to an existing route	Thermal Town Route in the Greater Region
<b>Romania</b>	New route	Transhumance Route
<b>Finland</b>	Linking to an existing route	St. Olav’s Ways

Although RIPs were formulated in the partner languages, a synopsis for each RIP was prepared in English and all of them are here assembled. They provide a good evidence of the Tool Kit effectiveness. RIPs as a whole may be deemed to constitute an overall Master Plan : chosen routes are multiform but the methodology and the goals are shared. They can be assumed as the threads of a unique multi-colour tapestry.

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## Partner 2 - Regione Lazio (Italy)

# Integrated system for improving the cultural routes of Lazio Region : Via Francigena, Via Benedicti, Via Amerina

## 1. OBJECTIVES, METHODS AND PHASES OF THE WORK

As part of Project CERTESS "European Cultural Routes - Transferring Experiences, Sharing Solutions" funded by the European Territorial Cooperation Programme INTERREG IVC, the RIP (Route Implementation Plan <sup>1</sup>) of Lazio Region focuses on the integrated system for development of **three cultural itineraries**:

- 'Via Francigena'
- 'Via Benedicti'
- 'Via Amerina'<sup>2</sup>

The basic strategy consists in formulating an Implementation Plan for the integrated development (as defined before in article 6 of the Code of Cultural Heritage, and as understood in the Regional Law 40/1999) of the three cultural routes in Lazio, and adopts a methodology of work at various levels (individual and collective). In addition, two perspectives of analysis, the institutional and the territorial one, are maintained at the same time. Finally, to define a planning proposal, a top-down approach is added, characterized by the use and adaptation of models taken from specialized publications, and a bottom-up approach, pertinent to the growing local needs.

The guiding principles in the definition of a programming strategy of the Plan have been shaped by the emphasis on methods and tools, the adherence to the emerging needs of the territory, the planning continuity, the idea of innovation, the focus on the development of the region, and the promotion of those best practices that have emerged from the project CERTESS and discussed among partners during the different meetings.

The plan has been structured to provide answers to **two questions**:

1. What are the elements that can be incorporated into a common working plan, thus defining a master plan for the Cultural Routes of Lazio?
2. What model of governance can be used to carry out an effective and efficient application of the master plan?

With reference to the first question, we proceeded to the reconstruction of actors and land resources, and to the identification of the needs for the enhancement and enjoyment of the target. This approach had as aim to develop a plan for integrated enhancement aligned with the priority needs of the routes. To answer

<sup>1</sup> As defined in the "Toolkit for designing, planning and Implementing a Cultural Route". It should be noted that, given the peculiarities of the project and the stage of development of the same, the Lazio Region RIP focuses on the phases "C" and "D," of the Tool Kit.

<sup>2</sup> The Lazio stretch of the Via Francigena, which extends its total route from Canterbury to Rome, leads from the town of Acquapendente to Rome. The Via Amerina, the ancient connection between Umbria and Rome, when in Lazio leads from Orte to Calcata. The Lazio stretch of the Via Benedettina leads from Subiaco to Monte Cassino and repeats the journey of St. Benedict through nine stops, each one hosting a monastery of high religious and artistic interest.



the second question, however, the recognition of the regulatory options available and discussions with stakeholders have formed the highlights of an approach aimed at achieving objectives such as: to ensure the governance of activities to protect and enhance the development of via Francigena , via Amerina and via Benedicti; maximize opportunities for partnerships with public and private third parties; develop the territorial system to attract new resources, strengthening it as a unique and expanding the opportunities for growth of institutional and economic.

From the methodological point of view, we made use of two reference models that have been the logical framework of the entire activity. On the one hand, to define the actions of the Plan, we applied the reconstruction of the so-called "value chain", that has been structured into four categories (maintenance and security, development, management, and network) and has been used to group together all the interventions that are homogeneous in terms of their type. The categories of the value chain have become strategic priorities for programming, then adapted to the themes of each intervention, while the corresponding requirements made up the framework of the action modules (see Chart No.1). Therefore, after identifying the needs for each route and built an integrated value chain that selected only those needs common to all three routes on study, we proceeded to cross each of them with the integration model (Figure No.1) to interpret the relationships between the various stakeholders and the opportunities for implementation of the action modules in a logic of "internal" (a political-programmatic and managerial outline), "external" (the supply side of the service and promotion) and "sideward" (connections with public and private sector) integration.

The value chain has been structured into four categories (safety and maintenance, enhancement, management, and network) and has been used to group interventions rated as similar in kind. The categories of the value chain have become for the purposes of planning strategic board, in turn divided into intervention themes; while the requirements, which are part of the themes, made up the framework of the forms of action. Therefore, after identifying the needs for each route we rebuilt an integrated value chain that did select only those needs common to the route under study (see Table 1).

**Table 1 : Strategic priorities, issues and requirements making up the master plan of action modules**

<b>STRATEGIC BOARDS</b>	<b>THEMES</b>	<b>GOALS</b>
<b>SAFETY &amp; MAINTENANCE</b>	<b>SAFETY</b>	Maintain the current level of safety to prevent criticality on the fixed path
	<b>MAINTENANCE</b>	Improving the maintenance of the track and the vegetation
		Need to release the maintenance duty from volunteering, from which it is still too dependent
	<b>SIGNPOSTING</b>	Implement and standardize signposting
<b>ENHANCEMENT</b>	<b>COMMUNICATION</b>	Create an integrated communication about the route
		Publish a guide of the official route
		Publish a route map to be distributed in bookstores
		Create a dynamic website to serve as a multipurpose platform
		Create an integrated system for promotion of the territory (logos, etc)
		Develop an accreditation system
	<b>KNOWLEDGE</b>	Improve the communication of the official paths
<b>MANAGEMENT</b>	<b>SERVICES</b>	Improve studies related to the development of the area (traveller)
		Create a certification-releasing system of stops

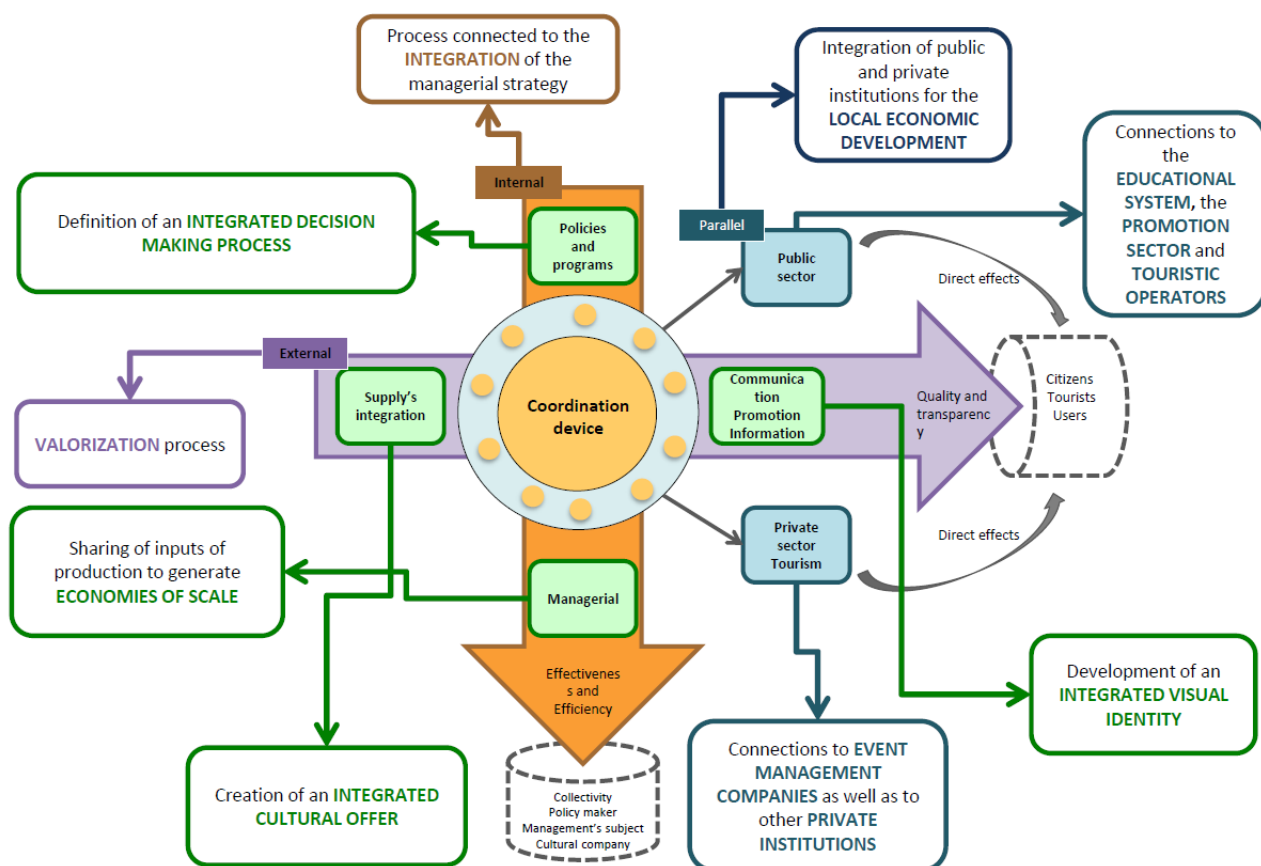




STRATEGIC BOARDS	THEMES	GOALS
		Networking among local small and medium enterprises (reception, catering, food and wine)
	LOGISTICS	Improve local public transport
		Improve innovation and enhance the economic environment
	FUND-RAISING	Raise funds for activities that are still too dependent from the spontaneous contribution of the municipalities (maintenance, promotion)
NETWORK	COLLABORATION	Networking with other institutions in order to convey a sense of unity
		Networking to facilitate the access to funds

We then proceeded to cross each model of action with the integration model (see Fig. 1).

**Figure 1 : Model Integration (source: Processing Structure srl©)**



Source : Processing Structure srl©

With this procedure we defined a preliminary *master plan* of action and a preliminary budget, distributed in detailed specific actions shared across the entire network. It is important to point out that the results in



terms of strategy were obtained through an intense dialogue with stakeholders through interviews and focus groups.

Eventually, the combination between the interventions included in the master plan and the assessment of legislation opportunities on the governance model, has led to the scheme of a case management model for the integrated development of the cultural routes of Lazio.

The intermediate results which emerged from the various phases of study already represented, have been object of evaluation in the various meeting sessions with the other partners of the project.

## **2. ACTIVITY RESULTS. The Master Plan of action and the preliminary draft budget**

After evaluating the economic feasibility, technical feasibility, and priority in the collective steps of action, we have defined the master plan of action for the integrated development of the three routes. The three main areas of intervention in which the concept of development is articulated, and which have been used to shape the steps of action, are the **use**, the **integrated promotion** and the **relationship with the territory**. These three categories are the result of a "broadened" definition of improvement, as it comes clear from a combined reading of Articles. 6 and 112 of the "Code of Cultural Heritage", our reference for the entire preparation of the Plan.

### **a. Fruition**

Concerning the "Fruition" section it should be noted that, as regards the modules related to maintaining the security level of the route and the improvement of maintenance, there are no particular criticalities in terms of technical feasibility. However, the economic feasibility is undermined by the huge costs generated by this kind of activity. It is important to emphasize that these two forms of action are necessary (although not sufficient) for the use of the routes. For this reason, it is believed that they should be implemented in a reasonably short time and should be always active.

Some difficulties are instead highlighted on two forms of action related to technical feasibility, but not to the economic feasibility: the possibility of developing studies related to the traveller, and to raise funds for activities such as maintenance and promotion, which are currently managed in a spontaneous and not systemic manner. In both cases, one speaks of activities that do not require, in itself, large investments and that, therefore, do not represent complications in terms of economic feasibility. However, they could lead to organizational critical issues related to both the arrangement of implementation tools and the management itself. To fill these gaps, the proposal is to examine the experiences that deal on the same issues, already developed by other CERTESS project partners. Regarding the establishment of a system for the study of the traveller, it is possible to borrow elements from the experiences carried out within the project "Customer understanding and service design", a study on the satisfaction of the "consumer". The instruments adopted by this "good practice" can provide valuable support in the planning of questionnaires for travellers. Instead, the "Black Forest card" experience provides an original and useful precedent to devise and plan a system of raising funds to use for those activities necessary to improve the routes.

The last two modules of action belonging to the category of fruition are linked on the one hand, to maintenance operations and their grouping in a context less associated with volunteering than it is at present, and on the other, to the creation of a system of reception-points capable of providing credentials to travellers. These forms of action are potentially critical both in terms of organization and financial points of view. In the first case the issue is not only the possibility of occasionally implementing the maintenance of the tracks, but to make this activity a regular one. This objective is intended as the result of the form of action described above (improved maintenance) once the action shall be fully operational. In this case, it



would be appropriate to anticipate a cost depending on the number of people formally involved in maintenance activities. In the second case, the issue would be to establish special reception-points where travellers, thanks to their credentials, may receive discounts on the purchase of the services. In this way, the charges would arise from the discount rates applied. The benefits of these actions, however, could be very high because they would affect strongly the heightened quality as perceived by the travelers of the routes, and the inclination to come back again. In the case of the creation of a system of steps and certifications, our referee for organizational insights is the experience, already fulfilled, of the "Routes of Europe".

### **b. Integrated promotion**

The creation of a system of **integrated promotion** is a necessity unanimously felt by all the representatives of the various routes, and gives the opportunity to reap the benefits in terms of knowledge of the trail as a whole, resulting from the strengthening in visibility of the individual routes. However, as is clear from the considerations we made about the forms of action, these activities are complex to manage and economically burdensome. Except for the strengthening of the communication on the official routes, which could be potentially accomplished with few problems if the system routes would act jointly, the other modules might present different scenarios.

Those forms of action that require the creation of communication based on traditional media (such as road signs, publication of guides and maps, or creation of logos), once defined the visual identity common to the routes, involve costs for building and materials. Instead, a different difficulty concerns those forms of action related to the integrated promotion based on more complex systems. In this case, to the cost of implementing and purchase of materials are added technical and organizational difficulties: the latter could arise from the recruitment of human resources to be employed in the initiative, given the low possibility of outsourcing. In fact, the tools needed for such interventions require specific know-how and expertise. In the implementation of these modules (creating a dynamic website, an integrated communication system and a system of certification), were taken into account some of the experiences already gained in the course of other CERTESS projects which, once included in the "best practices"<sup>3</sup>, may offer interesting insights to simplify their implementation.

### **c. Relations with the territory**

The third major area of classification of the forms of action concerns the relations with the territory. This group includes those actions that aim to create networks with the purpose of generating effects on the whole territory and not only on the routes.

Among the modules included in this group, there is the one devoted to the creation of a unified image for the system of the three routes. This intervention has been rated as highly critical, not so much in terms of organization, but rather for the economic element. As pointed out in the previous paragraph, it is one of those interventions which can be burdensome. However, it has been found out that a prerequisite for the creation of such network already exists: it lies in the sharing of the need to create an integrated communication, which generates high levels of social cohesion, with the already mentioned implications .

On the other hand, the creation of networks capable of generating significant economic and infrastructural improvement of the area (networking among SMEs, improvement of public transport, improvement of innovation and enhancement of the economic environment), are areas where caution is recommended in

<sup>3</sup> As previously noted, the Project CERTESS made sure that the experiences of the different partners could be included inside a database in which all the experiences that have already been planned and / or implemented have been organized in summaries. These contributions were consulted extensively during the course of the work, and shall be made public through the link: <http://certess.culture-routes.lu/db-search>.



the course of implementation, both from the economic and organizational point of view. In this sense, it is believed that the governance model presented below can provide a solid starting point. In fact, operating in the area in a flexible but integrated way, and mixing the various sectors of reference, it could combine the multiple interests enclosed in a system so complex.

From what has been presented until now, it was possible to outline a master plan of action for the primary modules. The plan has made use of previously made deliberations relating to feasibility assessments and priorities and an estimate of costs for the implementation of the various modules.

The development of the project budget has used three methods of assessment:

- official price;
- benchmark;
- assessments by experts.

The methods of assessment concerned both parameter estimations and factual estimations.

The table below shows the economic evaluation modules for action priority. These are grouped according to the categories of development (integrated promotion, fruition, and relations with the territory) and are intended to implement a plan over a period of three years.

In preparing the budget two scenarios with different levels of costs have been theorized: the scenario number 1 is the less expensive; the scenario number 2, however, although more expensive, presents some improvements. The differential elements between the two scenarios are highlighted in orange.

The table shows the following information: enhancement category, action module, year of intervention implementation, a description of cost items, unit cost and amount (for parameter estimations), other costs (for the factual estimations).

Compared to the assessments reported in the table below, we must point out the maintenance costs, which are particularly high. They are necessary for the essential usability of the routes and remain for the duration of the Plan. It is an activity that does not represent a potentially operative problem, however it is very expensive, with an estimated annual cost amounting to € 413,400. It is important to point out that this figure considers only a yearly maintenance, with effects on the whole network of paths along the routes. However, to ensure a proper state of maintenance of the routes, it would be advisable to provide two maintenances per year.

The other subject of major expense is the creation of a matching image system for the three routes. That is why we consider a total investment of € 235,000, divided according to the concept of the master plan, the three-year Action Plan, and its various modules. Among the most felt needs expressed by the representatives of the routes there is the development of a particularly advanced website. In this regard, we have provided some details that are worth repeating in order to guide choices for future implementation. This restyling should provide the transition from a static (web 1.0) of a dynamic and social layout (web 3.0): the citizen, the tourist, the entrepreneur, the public administrator, the travel agent, the journalist should no longer be simple readers, or passive consumers of contents, but help to create them directly (or help to create them) and share them.

Finally it should be noted that two action modules have not been assessed: the module concerning the improvement of local public transport and the module connected to innovation and improvement in the economic environment. The first module relates to interventions whose competence is attributable to the municipalities, which must act together to achieve integrated and functional results for the user. The second module is a group of activities that are designed as a final result of the Plan, and therefore do not involve specific costs directly attributable to it.



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As previously reported, the Plan extends on a period of three years. The partition of the action modules along several quarters resulted by connecting the considerations related to the priorities and those related to feasibility.

The timetable shows that the majority of the modules consist of actions which, once implemented, would not entail any extra charges (except for ordinary and low-cost maintenance, required only in some cases - e.g. Website and computer support) and therefore are considered as one-off investments. Only the activities concerning maintenance and safety are extended in time.

Given the gradual nature of the interventions and the priority of some of them compared to others, it should be noted that in the first year costs are lower than in subsequent years (€ 458,400 in the first scenario). In the following years the costs involved will be, respectively, € 617,600 and € 625,150.

Reminding that a large part of the increased costs of the final two years of the Plan are sustained only once, it should be noted that the cost of maintenance of the routes (€ 413,400) remains fixed, as a necessary condition for enhancement of the routes.



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Table 2 : Preliminary budget over three years

Moduli d'azione	Componenti dei costi	SCENARIO 1					SCENARIO 2				
		Costo unitario	Numero	Totale	Altri costi	Totale compresi altri costi	Costo unitario	Numero	Totale	Altri costi	Totale compresi altri costi
Creare un sistema di promozione integrata del territorio (loghi,...)	Realizzazione di un sistema di immagine coordinata. Servizi riguardanti: l'ideazione del titolo e del brand (logotipo) del sistema culturale; l'ideazione, la realizzazione e la posa in opera della segnaletica di avvicinamento su strade statali, provinciali e comunali ed il layout grafico dei pannelli didattici e della segnaletica di orientamento sui percorsi; la realizzazione del portale web del sistema con forum on-line, social network, visite virtuali, info-prenotazioni e feedback; la realizzazione di video e virtual tours; l'elaborazione del piano di comunicazione ed attuazione di una prima fase del piano.	€ 75.000	1	€ 75.000	€ -	€ 75.000	€ 75.000	1	€ 75.000	€ -	€ 75.000
Pubblicare una guida del percorso ufficiale	Il costo di realizzazione delle guide turistiche dipende principalmente dai contenuti, dalle immagini, dal tipo e dalla quantità di carta, dal progetto grafico, dalla patinatura (opaca o lucida). Il costo stimato concerne la progettazione di una guida turistica che abbia almeno 15 pagine ed una patinatura lucida.	€ 3	15.000	€ 45.000	€ 6.000	€ 51.000	€ 3	15.000	€ 45.000	€ 6.000	€ 51.000
Pubblicare una cartina del percorso da distribuire in libreria	Il costo di realizzazione delle mappe cartacee dipende principalmente dai contenuti, dalle immagini, dal tipo e dalla quantità di carta, dal progetto grafico, dalla patinatura (opaca o lucida) e dalla grammatura. L'ideazione di una mappa cartacea prevede una spesa complessiva di € 3.000,00. Si prevede la produzione di mappe dal formato standard (scala 1:5.000; dim. aperta 47x67 cm; dim. chiusa 11x18 cm).	€ 1	15.000	€ 15.000	€ 3.000	€ 18.000	€ 1	15.000	€ 15.000	€ 3.000	€ 18.000
	Realizzazione di una mappa elettronica con info mobilità (struttura tecnica, protocolli di trasmissione, interfacce di comunicazione).	€ -	1	€ -	€ -	€ -	€ 5.000	1	€ 5.000	€ -	€ 5.000
Sviluppare studi affini alla valorizzazione del territorio (viaggiatore)	Elaborazione e somministrazione di questionari ai visitatori da parte di volontari.	€ 0,10	2.000	€ 200	€ -	€ 200	€ 0,10	2.000	€ 200	€ -	€ 200
	Realizzazione di un database unico delle informazioni sugli utenti con la possibilità di attivare un centro unico di prenotazione che alimenterebbe il database con quanto raccolto in fase di prenotazione.	€ -	-	€ -	€ -	€ -	€ 2.000	1	€ 2.000	€ -	€ 2.000
Reperire fondi per attività ancora troppo dipendenti dall'apporto spontaneo dei comuni (manutenzione, promozione)	Un incarico di fund-raising affidato ad una risorsa junior per un anno (part-time al 50% nello scenario 1, full time nello scenario 2).	€ 2.000	6	€ 12.000	€ -	€ 12.000	€ 2.000	12	€ 24.000	€ -	€ 24.000
Migliorare la manutenzione del tracciato e della vegetazione	Decespugliamento della parte di percorso interessata da sentiero. L'attività di riferimento è il decespugliamento di vegetazione arbustivo-erbacea di tipo infestante, eseguito a regola d'arte con idonei mezzi meccanici, senza l'asportazione degli apparati radicali (secondo prezziario ufficiale Regione Lazio, 2012). L'unità di misura è il metro quadro.	€ 0,40	1033500	€ 413.400	€ -	€ 413.400	€ 0,40	1033500	€ 413.400	€ -	€ 413.400
Necessità di coinvolgere la manutenzione dal volontariato	Incluso nel costo del modulo "Migliorare la manutenzione del tracciato e della vegetazione" come esito finale della manutenzione a regime (terzo anno).	€ -	-	€ -	€ -	€ -	€ -	-	€ -	€ -	€ -
Mantenere il livello di sicurezza attuale per evitare criticità sul tracciato regolare	2 addetti stipendiati a partire da metà del secondo anno (nello scenario 2 l'ipotesi è che i dipendenti possano essere 4) per la manutenzione dei tracciati ad un salario netto mensile di 1400,00€ (ca. 2000€ lorde).	€ 2.000	24	€ 48.000	€ -	€ 48.000	€ 2.000	48	€ 96.000	€ -	€ 96.000

		SCENARIO 1					SCENARIO 2				
Moduli d'azione	Componenti dei costi	Costo unitario	Numero	Totale	Altri costi	Totale compresi altri costi	Costo unitario	Numero	Totale	Altri costi	Totale compresi altri costi
Fare rete tra piccole medie imprese locali (ricezione, ristorazione, enogastronomia)	Incluso nei costi di sviluppo del sistema di accreditamento.	€ -	0	€ -	€ -	€ -	€ -	0	€ -	€ -	€ -
Migliorare trasporto pubblico locale	Attività soggetta alla competenza dei Comuni.	€ -	0	€ -	€ -	€ -	€ -	0	€ -	€ -	€ -
Migliorare l'innovazione e potenziare il contesto economico	Obiettivo raggiungibile mediante l'implementazione dei moduli d'azione riportati sopra.	€ -	0	€ -	€ -	€ -	€ -	0	€ -	€ -	€ -
						€ 617.600,00					



**Table 3 : Master plan**

	PRIORITY 1						PRIORITY 2					
	I Q	II Q	III Q	IV Q	V Q	VI Q	VII Q	VII Q	IX Q	X Q	XI Q	XII Q
Improve the maintenance of track and vegetation												
Improve and standardise signposting												
Networking with other institutions in order to strengthen the image of unity												
Create an integrated communication												
Create a dynamic web site that acts as a multifunctional platform												
Develop an accreditation system												
Create a system of steps and certifications												
Maintain the current level of security to prevent criticality on the regular route												
Strengthen official routes communication												
Networking to facilitate access to funds												
Publish a guide of the official route												
Publish a route map to be distributed in bookstores												
Create an integrated system to promote the territory (logos, ...)												
Develop studies on the improvement of the area (traveler)												
Raise funds for activities still too dependent by spontaneous contribution of the municipalities (maintenance, promotion)												
Need to release the maintenance from volunteering												
Networking among small and medium enterprises (reception, catering, food and wine)												
Improvement of local public transport												
Improving innovation and enhance the economic context												

We emphasize that the development of this master plan took its cue from existing experience in the field. Particularly, we selected 11 interventions considered to be chiefly related to the case under study from the database produced within the project CERTESS, and made public as a form of sharing "best practices" among the European partners. These are:

1. Routes of legado Andalusi





2. Quality Path evaluation system
3. "Cammini d'Europa" Branding
4. Pilgrimage routes in Austria
5. Black Forest Card
6. Customer understanding and service design
7. Visitor guidance Georgia History Trail Geo Tour
8. Karelia à la carte
9. CrossCulTour
10. KIRA
11. Odysseus

The good practices examined have been traced back to the individual modules of action, identifying those with respect to which they could help in terms of tools, practices and logistic solutions. Below are the results of this connection.

**Table 4 : Association of "best practices" to forms of action**

<b>STRATEGICAL BOARDS</b>	<b>THEMES</b>	<b>ACTION FORM</b>	<b>CORRESPONDING CODE OF GOOD PRACTICE</b>
<b>SAFETY &amp; MAINTENANCE</b>	<b>SAFETY</b>	Maintain the current level of safety to prevent criticality on the fixed path	<b>2</b>
	<b>MAINTENANCE</b>	Improving the maintenance of the track and the vegetation	<b>2</b>
		Need to release the maintenance duty from volunteering, from which it is still too dependent	<b>2</b>
	<b>SIGNPOSTING</b>	Implement and standardize signposting	<b>1,2,9</b>
<b>ENHANCEMENT</b>	<b>COMMUNICATION</b>	Create an integrated communication about the route	<b>1,4,8,9,10,11</b>
		Publish a guide of the official route	<b>1,4,9</b>
		Publish a route map to be distributed in bookstores	<b>1,4,9</b>
		Create a dynamic website to serve as a multipurpose platform	<b>1,2,4,8,9,10,11</b>
		Create an integrated system for promotion of the territory (logos, etc)	<b>3,4,8,9,10,11</b>
		Develop an accreditation system	<b>3</b>
		Create a reception system every 15-20 km (stage points, hospitality)	<b>2,3</b>
		Improve the communication of the official paths	<b>1,4,8,9,10,11</b>
	<b>AWARENESS</b>	Finding new targets	<b>6,7,8</b>
	<b>KNOWLEDGE</b>	Improve studies related to the development of the area (route)	



<b>STRATEGICAL BOARDS</b>	<b>THEMES</b>	<b>ACTION FORM</b>	<b>CORRESPONDING CODE OF GOOD PRACTICE</b>
		Improve studies related to the development of the area (traveller)	<b>6,9</b>
<b>MANAGEMENT</b>	<b>SERVICES</b>	Improve services to the traveller	<b>2,3</b>
		Activate logistics services to the traveller (transfer, luggage transportation, bicycles)	<b>2,3</b>
		Create a system of steps and certifications	<b>3</b>
		Networking among small and medium enterprises (reception, catering, food and wine)	<b>1,3,4,5,9,10,11</b>
	<b>LOGISTICS</b>	Improve local public transport	
		Acknowledge possible official variations to the traditional route	
		Improve innovation and strengthen the economic context	<b>11</b>
	<b>FUND-RAISING</b>	Raise funds for activities still too dependent by spontaneous contribution of the municipalities (maintenance, promotion)	<b>5</b>
		Encourage the involvement of volunteers	<b>9</b>
<b>NETWORKING</b>	<b>COLLABORATION</b>	Networking among international institutions	<b>4,8,9,11</b>
		Networking to share the <i>best practices</i>	<b>4,11</b>
		Networking with other institutions in order to strengthen the image of unity	<b>3,4,5,9,10,11</b>
		Networking to facilitate access to funds	<b>5</b>

### 3. RESULTS. The recommended governance model

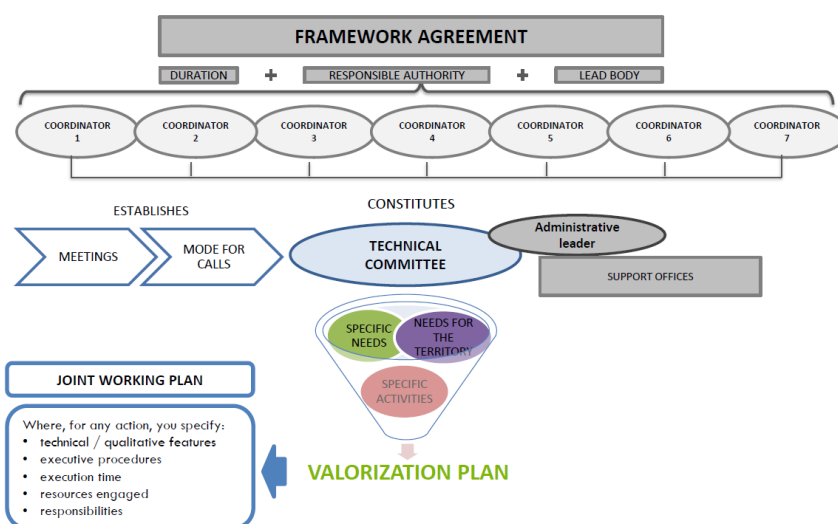
In the light of what has previously been shown, we have come to define a governance model that combines two contract instruments (Contract Protocol and Agreement) without resorting to the creation of legal entities from third parties to deal with management. The model takes up the characteristics of what is shown in Figure 2.

In this framework, the functions of the Contract Protocol are to be found in the following topics:

- share strategies, guidelines and plans for territorial planning;
- promote and support cooperation actions aiming at the establishment and implementation of integrated development projects at the local level;
- provide guidelines for the formulation of agreements for the enactment of the interventions;
- periodically assess the results of the enhancements.

The choice of the Agreement was motivated by the fact that it allows to identify a subject leader, and to maintain an open structure, able to ensure the expansion of the initial core group of actors through the simple consensus to the contract (possibility for other Lazio routes to join in). The estimated results in terms of management output of this governance model, is expected to lay as much in the signing of an improvement agreement as in the preparation of a joint work plan.

**Figure 2 : Governance model**



## 4. OUTCOMES

The work, following the analysis of the needs of individual routes and the use of the value chain as a theoretical reference, defined the needs of common actions in the system of cultural itineraries in Lazio, grouping them into a master plan of action that combines feedback on priorities and feasibility, both financial and technical. Based on this approach, we have assumed a model of governance that is easy and based on contractual tools able to make the most of the existing social organization and the level of complexity of present routes.

The work, characterized by its rigorous methodology, is offered as a contribution to other CERTESS project partners and keeps open the possibility of replication on other routes of Lazio (e.g. Cammino di Francesco - Saint Francis Way). This study, it is worth remembering, draws on existing experiences listed as "best practices" in the project database, meeting the initiative intents of sharing and support. The plan presented in this document focuses on three cultural itineraries in Lazio recognized in the Via Francigena, the Benedictine Way and Via Amerina. However, it is important to note that, given the intention of replicating the experience that inspired the idea from the beginning of its planning, this action is meant to be extended to other tracks. Specifically, one of the possible routes to be considered in case of a future extension of the



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project is the above said Saint Francis Way, a strategic area of intervention for the Lazio Region. Finally, the paper presents two kinds of impacts of note: on the one hand, it is interleaved into the stream of the Lazio region programs, with which it interacts with and helps to define; on the other it starts up new ways of consultation between institutions and territories. In fact, it adopts the new trend, characteristic of the current spending review period, of concentrating funding and interventions over large and integrated areas of action.

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## Partner 3 - Ministry of Local Government (Malta)

# The 17<sup>th</sup> Century Art Malta Route

## Caravaggio, Mattia Preti and 17<sup>th</sup> century art in Malta

### 1. THEME

#### 1.1. Preamble

The theme of the Maltese Route Implementation Plan is art and its context. The core idea of the project is based on the relation between Michelangelo Merisi da Caravaggio (1571-1610) and Mattia Preti (1613-1699) as the two most important artists in the history of seventeenth century art in Malta. The route is structured around the public paintings of Mattia Preti, that are accessible all over the island, and the two paintings by Caravaggio, which serve the purpose of an introductory link.

#### 1.2. Concept and Rationale

Arguably no other century witnessed greater achievements in Maltese art history than the 17th century. Indeed, the presence of Michelangelo Merisi da Caravaggio and Mattia Preti introduced the latest trends and styles to Malta, then the military base and administrative hub of the Knights of the Order of St John.

This project seeks to develop the conceptual infrastructure and related components for Malta's cultural route. It shall present the varied and layered art historical narrative of seventeenth century Malta in itinerary form, and which can also be structured in a number of appropriate formats.

The core idea of the project shall be based on the relation between Caravaggio and Preti, and how their art works in Malta relate to those which they painted before. The comparison shall be broadened to include Caravaggio's followers and how their style inspired numerous works of art painted by Mattia Preti during his 40 years in Malta.

The relation between Caravaggio and Mattia Preti, both knights of Malta, and the patronage systems of the Order of St John shall also stand for a parallel and complimentary narrative within the proposed cultural route framework. Through these systems of patronage, which also supported other artists and financed important projects during the same period, it is envisaged that relevant paintings and works of art shall be featured and included within the cultural route.

#### 1.3. Route Identification and Interpretation Methodology

The Malta RIP has been structured to respond to the need for art routes becoming sustainable attractions. It proposes an innovative interpretation strategy, referred to as the art matrix, based on user-friendly art historical interpretation of academic and researched data. This art matrix also serves the purpose of a platform, structured on correct art-historical research, for the development of art-related cultural services which take the painting as their point of departure. This conceptual infrastructure recognises the need for innovative interpretation methods for art and culture through which to promote local and regional development. It is also guided by the shared experience that the CERTESS Project has promoted.

**The art works and the related environment involved are:**

- 2 masterpieces by Michelangelo Merisi da Caravaggio



- 124 paintings by Mattia Preti located in various sites in Malta (and Gozo).
- The context for each of these paintings including historic buildings, related artworks and their cultural landscapes as interpreted through user-friendly methodologies.

#### **1.4. Project Administration**

The project shall be managed by a Steering Committee including key stakeholders. This Steering Committee will be responsible for managing funding that will cover the implementation, maintenance and necessary upgrades of the cultural route along its lifetime. It shall also enter into collaboration agreements with stakeholders in order to invigorate the route.

A Research Action Committee will be responsible for research in connection with the cultural route. It shall decide on the necessary innovative multidisciplinary research bridging academia, interpretation strategies and business development to sustain and develop the route over time.

The day to day running of the route shall be entrusted to an Administration Office. The role of this body shall also cover the administration requirements of the Steering Committee and the Research Action Committee.

## **2. PROMOTERS**

The promoters of the Malta RIP are the Government of Malta together with heritage, cultural and educational institutions including the Ministry for Justice, Culture and Local Government, Heritage Malta and the University of Malta – Department of Digital Arts and the Institute for Tourism, Travel & Culture .

#### **2.1. Stakeholders**

Stakeholders include Local Governments and Regions, the Diocese of Malta and its parishes, the St John's Co-Cathedral Foundation, the Malta Tourism Authority, tourism enterprises & promotion associations, and any other cultural operators that is concerned with local territory development, promotion and valorisation strategies.

#### **2.2. Legal Setup**

The Route shall be managed through a series of Memorandum of Understanding documents endorsed by all stakeholders. It shall also seek to adopt the best practices in route management as developed and promoted by partners of the CERTESS project as the case may be and shall also consider the bilateral agreements covered through the Ministry of Foreign Affairs of the Government of Malta.

Given that this project can be developed further into a cross-border route which links the town of Caravaggio in Northern Italy, Rome, Naples, Malta and Sicily, bilateral agreements with the Italian State are being recognized as key documents.

## **3. ROUTE ALIGNMENT & ITINERARY**

#### **3.1. Rationale**

The route will concern sites hosting paintings and their context. The painting will serve the purpose of a gateway to information about the context, being the site or town where the painting is located, and a broad set of interpretation tools to understand the painting and its context. The art matrix is the template on which all information shall be structured and laid out. It shall also serve the purpose of a platform for



the development of business and services oriented initiatives based on correct art historical interpretation of the painting.

### **3.2. Route experience**

The cultural ambit shall be experienced in varied forms including chronology, theme based, geographically or a hybrid of options. It shall provide the necessary flexibility of choice for users to adapt according to their particular preferences and needs, yet it will provide custom made solutions if and when required.

The route development shall be guided by the following typologies:

#### ***Cultural Routes***

Circuit trails can be used in such circumstances as village centres, churches and locations, where entry and exit are best through a specific access point and the trail follows a logical sequence of prospects or features of interest.

#### ***Network Routes***

Network trails offer the most flexible option where visitors can enter and leave the trail at any point, pick their own routes through the trail and cover as many or as few points as they wish.

The following routes are being proposed as possible custom-made prototypes:

#### **A. Students of English in Malta**

The route has been specifically designed to cater for students of English in Malta – a tourism niche which is strong and thus merits focused consideration

#### **B. Family-friendly route**

The route has been specifically designed to cater for families including different age groups – as Maltese tourism is widespread and many come in family units, this consideration needs to be addressed on its particular merits.

#### **C. Senior-friendly route**

The route has been specifically designed to cater for senior citizens including information based on preferences – seniors are known to travel continuously as they have more time on their hands and are many a time in a better financial position to go to a number of destinations throughout the year.

The various choices of how to experience this route shall be recognized as information and discovery trails. Information trails concern a passive experience whereby a user travels between one point and another of the trail, gathering one-way information all the way through his travel. Discovery Trails on the other hand are more interactive. They rely on forms of discovery such as quizzing or an invitation to discover by oneself with on-site gadgets or ICT where participants bring about the information obtained through their own observations coming from answering questions or completing a task.

### **3.3. Website and Route Gateway**

The cultural route website is a key tool for the route and shall function as a showcase and a virtual gate to the tour and its potential experiences. It shall be built around a relational database. Filtering will be used to query any combination of records to allow users to customize the output from the database allowing them to personalize their cultural route experience. This will allow users to plan in advance a preferred visit





structure whilst following their cultural route. Customization allows for personalization making the website much more useful as a planning tool.

The Route website will be linked with various applications to help **inform**, **educate** and **entertain** the visitors. Appealing more towards the younger generation, the digital issue of the Cultural Route aims to keep children and young adolescents entertained through various games such as:

- Treasure hunts through image recognition
- Puzzles & Collages through digital editing.

These games will be readily available to the public through applications downloaded from the cultural routes website. For the adult clients, a “digital passport formula” will be implemented to take into account the number of sites and artworks visited. A feedback system will be attainable through the route website.

The website shall also be used to promote the latest cultural events happening in the various localities touched by the route and also serve the purpose of a platform for the community of a given locality on the route.

## **4. HARDWARE & ROUTE ACCESSORIES**

The route shall require a carefully thought out information strategy in order to function properly and its apposite hardware.

### **4.1. Traditional sign posts**

The route requires purposely developed signage to provide directions. Signage will be incorporated along the route taking care of sensitive sites such as parish churches and architecture of historical value. GPS could be implemented as an option for those using private transport. The Itineraries will include options for traditional modes of transport such as the horse drawn karozzin. Cycling and walking may be a other possibilities to travel from location to location, however climatic conditions may not always allow for such options during the summer months.

### **4.2. Display Boards**

These static signs are very popular as they are low cost and low maintenance (if done properly). The choice of boards has to take note of local weather conditions, maintenance issues, environment-related risks including dust and UV levels. Energy efficient criteria also have to be given their due consideration. Solar powered signs can be used where there is no easy power supply but are prone to pilferage.

### **4.3. Information Kiosks**

Information kiosks are the most popular choice of digital signage. These self-contained units are normally powered by a PC and may have a variety of input devices including touch screens, keyboards and trackballs. Choosing the right type of kiosk is very important to avoid costly maintenance and continuous repairs if not outright malfunction.

### **4.4. Leaflets and Special Publications**

Purposely designed leaflets are a necessary requirement for any cultural route. Such leaflets can serve promotional purposes and can be distributed from tourist information kiosks and other outlets spread all over the island.



#### **4.5. Self and Group Guided Tours**

Audio guides are a very effective tool to disseminate information. Three possible options can be developed for this cultural route:

##### **A. Self-Guided Tours**

These touch/button-based self-operated audio guide systems are ideal for independent visitors not forming part of a bigger guided tour. Visitors will enter the code assigned to the object in the Heritage Trail audio-guide and the related content is provided. Some of the more advanced models will also display video clips or images on small monitors fitted in the audio-guide itself.

##### **B. Group-Guided Tours**

These audio guide systems are specifically designed for groups visiting the trail. These units allow the tour guide to discreetly address people in the group via the wireless tour guided system.

##### **C. Study Cards**

This format can also be useful in the effective training of tour guides and support staff, and also serve as a tool that they can use in the field. All the necessary information can be made available for staff to learn the crucial points of the tour and to delve deeper when, and as, necessary. Study cards offer an effective way of learning salient points. Quizzes help to test their knowledge.

#### **4.6. Audio Posts**

These are listening stations that allow users to listen to detailed descriptions and narrations whilst admiring a view and on site. Whilst audio posts have been with us for many years recent improvements in technology and design have meant significant improvements in the audio quality as well as in the actual lifetime of the audio post itself. Audio posts can be programmed to support multiple languages and are designed to be very durable. Audio posts located outdoors should be IP65 rated.

Listening stations are very simple to use and require no technological skill whatsoever. They are even popular with children and should be designed in such a way so as to ensure accessibility by all users including those wheelchair bound.

#### **4.7. Interactive Digital Book**

The interactive digital book can act as a marketing teaser and entice potential audiences to engage with the tour, whether physically or online. It shall include all the information available on the route website.

**During the tour:** An interactive digital book would offer a wealth of additional information regarding the stops on the tour: (a) glossary of terms, interactive pictures and pop-up facts can add layers of optional information which users can tap into. The user also has the possibility to annotate the text for future reference (i.e. an art student could take notes about a painting on location and refer back to them when writing an assignment; a culture buff could take note of something they did not have time to see on their first visit to make sure they do so on their next).

**After the tour:** The interactive digital book will remain a memento of the experience, possibly spurring repeat visits by the user. It can also serve as a marketing tool if the user shows the book to third parties. Besides serving as a permanent reference, an interactive digital book can offer a number of route-specific quizzes and study cards that could be a useful interactive learning tool for students, either in class or when engaging in independent learning.



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## 5. FUTURE ACTIONS

The route shall be implemented through a series of actions including additional academic research and the reinterpretation of collated data according to the Matrix model. Web interface, information points and other related facilities need to be developed in order to make this cultural route functional. The project also includes the development of appropriate management models to implement and manage the cultural route proposed and the necessary networking amongst all stakeholders.

## CONTACT INFORMATION

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## Partner 4 - Salzburg Research (Austria)

### Conveying European Culture 2.0

#### Mediating the interregional history of the “Alpine Salt Trail” with mobile technologies and social media

## 1. Introduction

In the CERTESS project Salzburg Research contributed its expertise on how to use information and communication technologies (ICTs) in cultural route management (see CERTESS Good practise and Good Governance Data Base). Moreover, it practically transferred experiences of the CERTESS partner regions to a newly established transnational regional route project by developing an ICT concept, supporting a prototype application and strategic planning on how to further use ICTs in the route network.

ICTs are of essential need for managing

- Phase B (Route Development), specifically “B2-Information Services”, and
- Phase D (Route Implementation, Management, Promotion), specifically “D3-Promotion”.



Graphic: Structure of the CERTESS Database of Cultural Routes.

Source: CERTESS, 2014

Therefore the RIP of the Austrian CERTESS partner focuses on the question of how to design and to mediate cultural heritage assets of a cultural route network by means of mobile information and communication technologies (ICTs) and social media. This is a very important issue for institutions and regions linking within a cultural route, because cultural tourism offers the opportunity to valorize the heritage assets of a cultural route. However, for a success, a route network management needs to meet the multiple information, exploration and entertainment demands of a “cultural tourist” (see Analysis in Chapter 2 of the German report P.11-18).

Based on the CERTESS best practise collection, Salzburg Research examined different options how to best design, use and apply ICTs in different phases of a cultural route visit and the management of a route:



- Destinations' homepages and booking systems for the practical planning and organisation of journeys along a European cultural route;
- Map-based applications (time-lines) and geo-localisation technologies for the spatial and temporal exploration of the history of a cultural route;
- 3D animations and augmented reality tools for visualising archaeological sites and digital games for playfully experiencing cultural heritage.
- Social media tools offer access to personal route communities in which cultural tourists reflect about the value of cultural experiences in today's life and share these with route travel partners and potential visitors.
- Digital tour books and community recommendations motivate cultural tourists to visit all major points of interests along a cultural route.

For more details on the potential of innovative ICTs and social media for cultural routes see Chapter 3 of the RIP-Austria (19-36).

## **2. Transfer of CERTESS Knowledge to the regions of Germany (Bavaria), Austria (Salzburg-Hallein-Upper Austria).**

In order to illustrate the potential of ICTs within a cultural route, a profound ICT-concept and prototype application was developed and explored with a number of regional cooperation partners, currently establishing a new interregional cultural route between Bavaria (Germany), Hallein-Dürrenberg and Salzkammergut (Austria).

This newly established route connects the oldest European alpine salt mining and production sites, the old salt transportation routes and is re-activated by establishing a new hiking trail, called "SalzAlpenSteig" (Alpine Salt Trail, [www.salzalpensteig.com](http://www.salzalpensteig.com)).

For more details see Chapter 4 of the RIP-Austria.: Begleitkonzept für den Einsatz mobile Technologien und von Social Media für den Kulturweg und Natourroute SalzAlpensteig (37-59).

## **3. Relevant CERTESS good practices and good governance instruments.**

The regional implementation plan bases on exchange of experiences of European regional practises which were researched for during establishing the CERTESS Good practise database. In the full report, many good practises of ICTs enhancing the cultural route management and network are described in Chapter 3. Below find some examples:



## CERTESS Good Practice: Navigation through time in a cultural route network



Figure 1: Navigation along historic time span – Jewish Heritage in Spain (Routes of Sefarad)

Source: Network of Jewish Quarters in Spain, 2012; Reference: Document Code: 6A-GP-LP-4 in Online CERTESS DATABASE: <http://www.redjuderias.org/google/crono.php?f=ac&l=1> am 15.10.2014.

## CERTESS Good Practice: Spatial navigation in a cultural route network



Figure 2: Spatial Navigation - St. Olav's Way

Source: Digital Tourism Think Tank, 2014

## CERTESS Good Practice: Use of Social media and new content management systems :

Good Practise Reference: Document Code: 6A-GP-LP-2



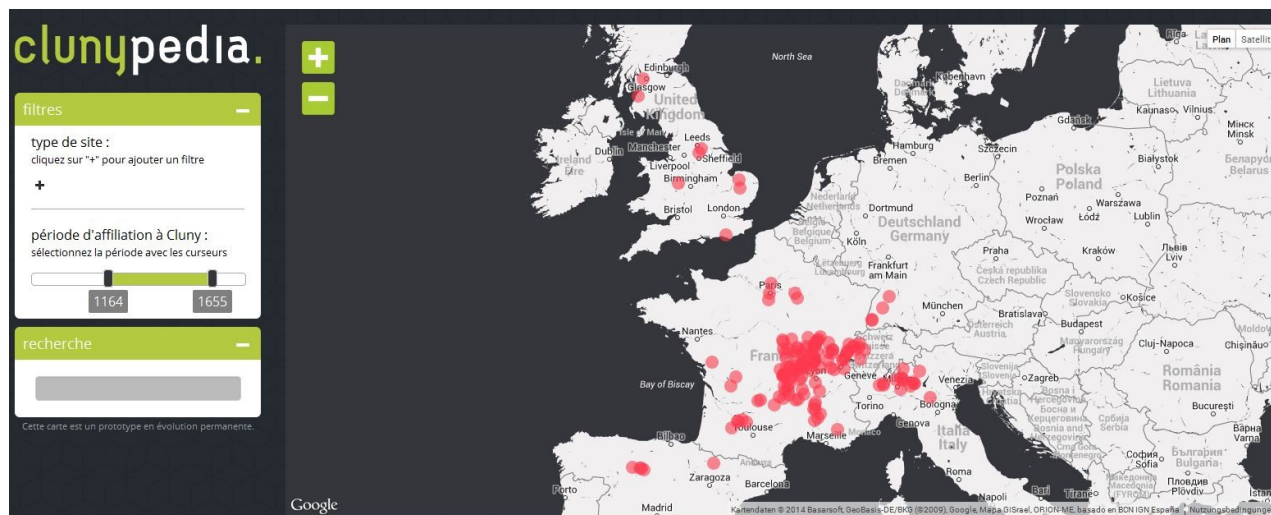


Figure 3: Combined navigation and social media application – „The Clunica Sites in Europe“  
Quelle: Clunypedia, 2014 CERTESS Good Practise Reference: Document Code: 6A-GP-LP-2;  
<http://www.clunypedia.com/map.html> am 18.11.2014;

#### CERTESS Good Practice: Use of QR Codes in Pilgrimage Routes



Figure 4: QR-Codes – Pilgrimage route: Styrian-Slovenian Route Holy Mary  
Source: Salzburg Research, 2014: PILGRIMAGE EUROPE SI-AT; <http://www.katholische-kirche-steiermark.at/specials/app#.UmUJ38rcCyZ> am 05.11.2014

#### 4. Route theme.

The linking themes of the route are the European alpine salt sources, ancient salt mining production techniques and related intangible cultural heritage (customs, clothes, dialects, music) and relevance of salt today for health and wellness.





Map 1: European Salt Routes; Source: Salzburg Research, 2014

Already in pre-historic times, the Celtic population in Europe mined salt out of mountains. Since then salt has been an important trading and preservation good. It has contributed to the wealth of the regions Chiemsee in Southern Bavaria, Hallein and the Salzkammergut in Austria. However, many of these regions today have experienced a decline in the importance of salt production, but they still value the industrial heritage sites, the related alpine nature and newly emerging wellness sites (alpine salt springs; places for mediation, thermal salt springs).

## 5. Network partners of the interregional salt route.

The “SalzAlpenSteig” route is a newly established network. Six partner regions – Chiemsee-Alpenland, Chiemgau, Bayerisches Staatsbad Reichenhall, Tourismusregion Berchtesgaden-Königssee, Tennengau, Dachstein-Salzkammergut – link their interregional history and cooperate in cultural and natural tourism activities.

Stakeholders include regional tourism agencies, industrial heritage sites, museums on mining and celtic history, folk and nature museums, regional development agencies and units of a regional applied research center.



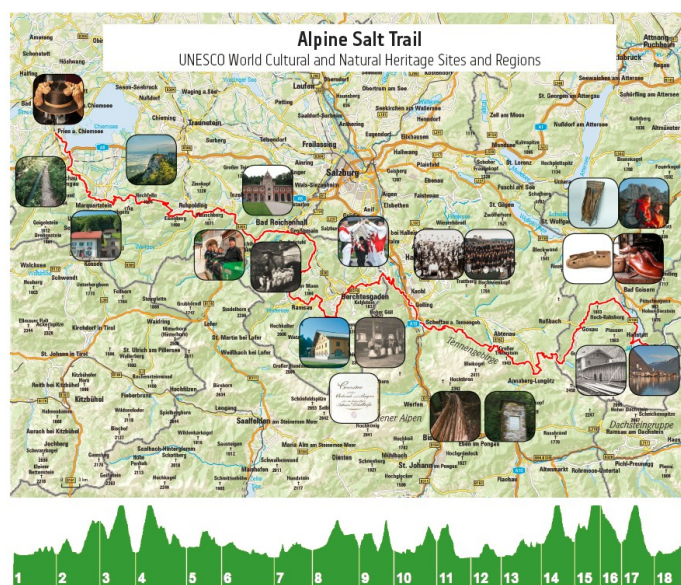
The following institutions are being linked in the network and contribute to the development of an ICT route concept:

- Salzwelten GmbH
- Südsalz GmbH
- Tourismusverband Hallein/Salzburg Museum
- Museum Salz & Moor, Markt Grassau
- Bayerisches Moor- und Torfmuseum, Rottau
- 7reasons Medien GmbH
- Tourismusverband Inneres Salzkammergut
- Zweckverband Tourismusregion Berchtesgaden-Königssee
- Gästeservice Tennengau
- Chiemsee-Alpenland Tourismus GmbH & Co. KG
- Chiemgau Tourismus e.V.
- Kur-GmbH Bad Reichenhall/Bayerisch Gmain
- Land Oberösterreich.

## 6. Points of interests along the interregional route.

The route stretches 230 kilometres from Prien am Chiemsee (Germany) via Hallein-Bad Dürrnberg/Tennengau to Obertraun/Hallstatt (Austria). It passes along historic and industrial heritage sites from salt mining, old adits, salt transportation and (brine pumpstation Klaushäusl/Grassau; Old Salt Works in Bad Reichenhall; Old Salt Mine and Celtic Village Hallein-Bad Dürrnberg/Tennengau) towards Obertraun (Salt Mine Hallstatt; Celtic culture). The related hiking trail offers spectacular outlooks and possibilities to explore old adits and related rich alpine flora and fauna (e.g. salt marsh land). It links

- the history of alpine salt mining, processing and trading from prehistoric (celtic) times until today
- the culture of salt miners, families and developed regional customs, dialects and cooking traditions
- the experience of rare natural species and fauna along the route and shares the relevance of salt (wellness etc.) today with the route community and friends.



Map 2: Alpine Salt Routes – Linking many points of interests along Unesco World Cultural and Natural Heritage Sites and regions.



## 7. Design of the showcase application.

For the interregional salt route “SalzAlpenSteig” an interactive mobile cultural route application (an app for smartphones and tablets) was designed and developed. It should encourage visitors to plan their visit, to learn about the “salt history” while on the move, and to share their experience of the route with family and friends. Most importantly, the application should motivate the cultural route visitors to further involvement with the route theme and recommend it to others. The app consists of 4 specific modules:

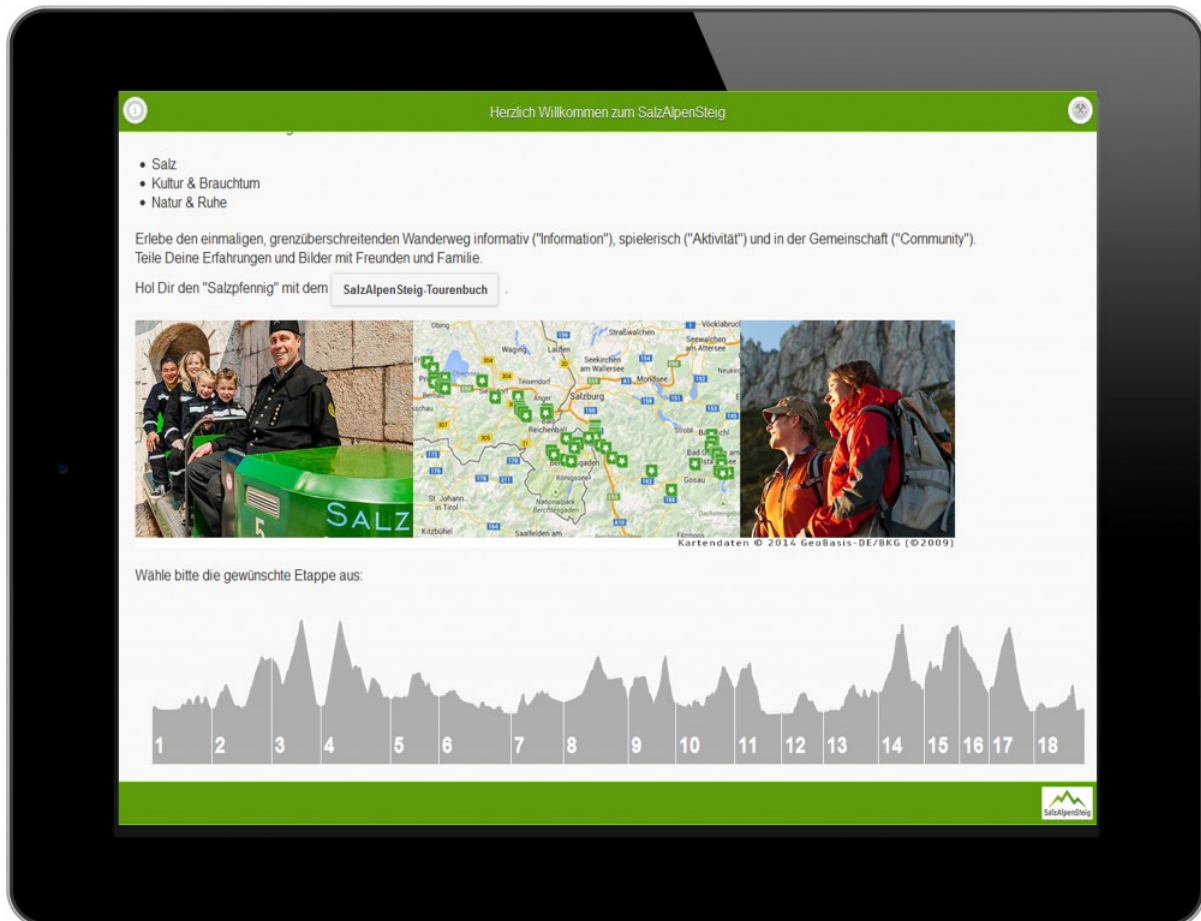
- **Information:**  
Interesting themes are historic salt mining in the mountains, transporting and trading; tradition & customs of salt miners and families (regional dialects; proverbs), relevance of salt today (e.g. use as road salt, for health and wellness applications) and nature and rare species along old salt trails. Approx. 10 points of interest per each of the 18 route sections will be enriched with media.
- **Activity:**  
A mix of different mediation approaches is used to target the personal needs of cultural tourists. Visitors should experience with all senses, therefore a mix of audio, video, text and smart web-design is offered. Depending on the historical context and content it offers users oral-history and storytelling, video-impressions (e.g. historical processes of how salt emerged in mountains), a time-slider (experience of historic changes in time) or game-based approaches (quizzes, puzzles).
- **Community:**  
This module offers the possibility to active involvement with cultural heritage and to reflect the value of the cultural route within the “SalzAlpenSteig-Community”, travel partners and friends (sharing individual route pictures, digital historic postcards, taking part in route challenges and events).
- **My digital tour book:**  
For each section of the route the hiker can collect a digital coin, called “Salzpfennig” with a special route emblem. Having completed 2/3 of all stages of the route, the visitor will have a collection of 18 (12) different coins and will get a gold/silver coin from the local tourist agency.



## ICT-Infrastructure

The app is a "Phonegap application" which ensures transformation in diverse hardware platforms such as smartphone, tablet-PC and personal computer. Whenever possible, the app uses open data and open cultural resources (e.g. from the database of Europeana, <http://www.europeana.eu/>) and works on- and off-line (with and without internet connection).

*Screenshots for the implementation of the different activities*



**Module Information** (POIs, Audios, Videos) for sections of the cultural and natural route.





E1: Brunnhaus Klaushäusl

Information Aktivität Community



Das Klaushäusl ist die einzige, vollständig erhaltene und in ihrer Inneneinrichtung weitgehend wiederhergestellte Pumpstation, an der historisch bedeutenden Soleleitung vom Salzbergwerk Berchtesgaden zur Saline in Rosenheim. Die Solepumpstation Klaushäusl wurde 1809 erbaut und war bis 1958 in Betrieb. Nach gründlicher Renovierung wurde in dieser Anlage 1995 das **Museum "Salz und Moor"** eröffnet. Das Museum hat vom 01. Mai bis Mitte Oktober täglich von 11 Uhr bis 17 Uhr außer Montags, geöffnet.

**Funktionsprinzip der Brunnhausanlagen**  
Wasser fällt – Sole wird gehoben



Im Brunnhaus kommen zwei

Funktionsschema der Brunnhausanlage Klaushäusl © Gluth, Klaus o.J., S. 34 – Marktgemeinde Grassau

Leitungssysteme zusammen, die sich nicht vermischen. Süßwasser aus dem Gebirge zum Antrieb der Soleheb-Maschine (Aufschlagwasser) und Sole, die beim Klaushäusl um 42 Meter gehoben wird.

**Reichenbachsche Wassersäulenmaschine im Museum Klaushäusl**

Die originale "Solehebmaschine" konstruiert von Georg Reichenbach (1771 – 1826) bildet das Herz des Brunnhauses Klaushäusl. Die Pumpe zur täglichen Förderung von 300 Kubikmeter Sole ist von einem wasserbetriebenen Hubkolben-Motor, einer "Wassersäulenmaschine" angetrieben worden.



Solehebmaschine Klaushäusl heute © Foto Salzburg Research

**Solehebmaschine – Klaushäusl**  
Sehen Sie die Funktionsweise der Solehebmaschine im folgenden Video © Auszug Video Museum Salz & Moor, Spreadfilms Traunstein

E1: Brunnhaus Klaushäusl

Information Aktivität Community



**Copyrights**  
Altes Bild: Maschinenhausportal vor der Herrichtung des Klaushäusl zum Museum © Gluth, Klaus o.J., S. 13 - Marktgemeinde Grassau  
Neues Bild: Maschinenhausportal des Klaushäusl heute © Gluth, Klaus o.J., S. 13 - Marktgemeinde Grassau

**Wie viele Stufen schätzen Sie muss man von der Hochreserve hinabsteigen, um ins Museum Salz & Moor zu gelangen?**

70 Stufen 170 Stufen 270 Stufen

**Schiebepuzzle**  
Klick auf das Bild um mit dem Rätsel zu beginnen.  
[Lösung](#)



E1: Brunnhaus Klaushäusl

Information Aktivität Community



Erstelle ein Foto oder wähle ein Bild aus deiner Galerie

... und teile es mit Deinen Freunden

oder schicke die SalzAlpenSteig Postkarte

[Zur POI-Übersicht](#)

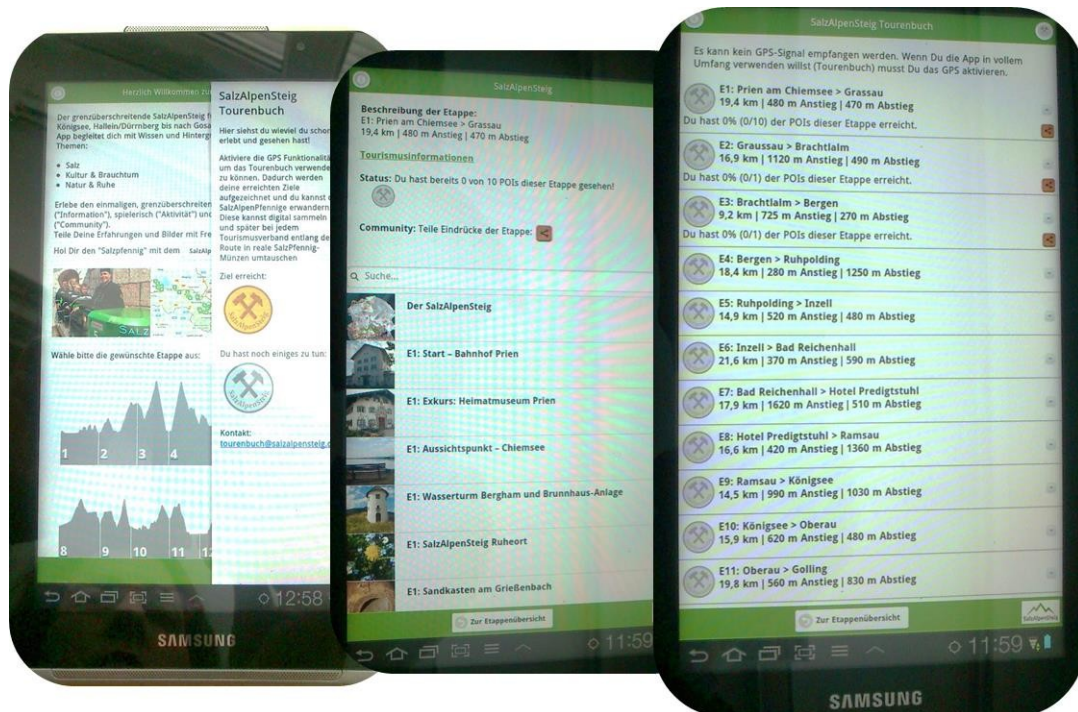
**Module Information** – Multimedia for Points of Interests: Today-Yesterday; connection of regional historic information and knowledge: Point of Interest E 1 Brime Pump Station - Brunnhaus Klaushäusl

Source: Salzburg Research, 2014



#### Module Community

Source: Salzburg Research, 2014



#### Module: Digital route diary

Source: Salzburg Research, 2014



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## 8. Future outlook and transfer to other routes.

The prototype was tested with visitors to the “SalzAlpenSteig” route in autumn 2014. After usability tests and evaluation it can be enlarged with more media content. The integration into the route destination homepage and transfer into the content management system of the route network is planned.

The app concept and design can be transferred as best practise example to other theme-related cultural routes such as maritime salt mining (e.g. Atlantic salt route).

The mobile ICT concept will be disseminated among the regional culture and touristic stakeholders and serve as reference example for further project ideas within the SalzAlpenSteig Consortium (new strategic plan 2015-2017).

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## Partner 5 - Tourism Agency of the Balearic Islands (Spain)

### Baleares Archaeosites

#### 1. Background and framework of action

The project outlined below is part of the CERTESS Project, *European Cultural Routes Transferring Experiences, Sharing Solutions*, led by the European Institute of Cultural Routes, in which the Tourism Agency of the Balearic Islands is partner no. 5.

The purpose of CERTESS is to share experiences related to the management of the cultural heritage and to develop and implement European Cultural Routes.

Over the course of the CERTESS Project, all the strategies that influenced knowledge transfer and the sharing of best practices and management tools were strengthened through various meetings and by building a database that incorporated good practices and governance instruments so that partners could access and use them as reference.

In the final phase of the project, each partner developed a proposal to generate, develop, create and analyse a Cultural Route.

Within this context, the Tourism Agency of the Balearic Islands, in line with its Comprehensive Tourism Plan of the Balearic Islands (PITIB 2012-2015), considered that this project was a good opportunity to initiate the necessary synergies to create culturally-based tourism products in order to start generating a product niche on the Balearic Islands which currently does not exist or is in a very embryonic state.

The present document is a summary of the project that was generated by the Tourism Agency of the Balearic Islands within the CERTESS Project's framework of action.

The project presented consists of an initial proposal to generate culturally-based tourism products in the form of **Archaeological Cultural Routes** in which different administrations on the Balearic Islands have participated.

This has involved the development of new strategies to coordinate and launch cultural tourism projects. For the first time, under the framework of the CERTESS Project, the foundation has been laid for a collaboration among all agents responsible for managing the cultural and tourism heritage of the Balearic Islands. Within this framework of action, the Tourism Agency of the Balearic Islands has launched networking strategies with different administrations on the islands which have begun to bear fruit and are laying the groundwork for the development of cultural tourism products.

This has entailed a three-fold challenge:

1. First, to overcome the coordination difficulties we faced given the territorial fragmentation common to island settings such as the Balearic Islands.
2. Second, to overcome the complexity of the jurisdictional and administrative structure of this autonomous community, as the project involves Councils, Island councils, the Government of the Balearic Islands and universities.



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3. Finally, to generate proposals that were totally non-existent thus far. In this regard, the CERTESS Project was an innovative initiative because in addition to generating networked synergies, it has also enabled the generation of cultural and tourism proposals that had barely been promoted in the Balearic Islands, namely archaeological tourism products. This required extra effort since the work was performed from scratch in terms of both the coordination among partners and the development of the conceptual design strategies, not to mention the definition of the actions needed to implement the project.

Under the name of *Baleares Archaeosites*, we are presenting a proposal to generate archaeology-based cultural routes. This proposal was undertaken by writing a Route Implementation Plan (RIP) which outlines the general framework of action of the cultural route and its promoters and participants, as well as the design of this route and the actions to be implemented to run it.

To write the RIP, the Tourism Agency of the Balearic Islands contacted the ArqueoUIB research group at the University of the Balearic Islands and the Laboratory of Heritage, Cultural Tourism and Creativity of the University of Barcelona as advisory institutions for writing and designing the RIP, given their extensive experience in this type of project.

The entire project is divided into two clearly distinct parts.

- **Part I.** In the first part, an analysis was conducted of the project background and the framework and context where it will be implemented. This included an analysis of the tourist context of the Balearic Islands, the context of its archaeological heritage and its potential to generate cultural tourism products.
- **Part II.** In the second part, the *Baleares Archaeosites* project is presented by designing and generating the first thematic cultural route called the *Archaeological Route of Phoenician Trade in the Balearic Islands*. Throughout the chapters of the second part, we outlined the essential aspects for the design and implementation of the route, including the selection criteria, the conceptual design, the historical and spatial context in which it is located, the promoters and partners, the action plan, the timeline, the budget, the financing and the quality control strategies.

The project concludes with a proposal on complementary strategies and future actions needed to develop the *Baleares Archaeosites* project in order to promote both the proposed route and other similar initiatives. To do this, two main lines of action are proposed. The first is to generate a Strategic Product Committee, while the other is to define a stable management structure led by the Tourism Agency of the Balearic Islands to develop and implement the project.

In short, as a project that generates archaeological routes launched within the framework of the CERTESS Project, *Baleares Archaeosites* aims to fill a gap that currently exists on the Balearic Islands, namely the absence of sustainable cultural tourism projects that help to implement responsible, sustainable and future-oriented tourism for the entire Balearic Islands community. In turn, all this effort is intended to introduce visitors to the Balearic Islands and locals to the rich archaeological heritage present on each island.

## 2. Objectives of the *Baleares archaeosites* project

This name captures an archaeology-based cultural tourism project with the following objectives:

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1. To generate an archaeological cultural tourism product that was non-existent until now.
2. To identify all the sites and agents that can generate the content and development of this tourism product.
3. To design the first cultural route within the *Baleares Archaeosites* project and propose 3 routes for the future.
4. To develop a strategy for generating new products through the appointment of a Strategic Product Committee and a management organization (Tourism Agency of the Balearic Islands) to coordinate and bring together all the administrations and institutions involved in the implementation of this project.

### 3. Work strategy

The implementation of these goals was based on an analysis of the archaeological heritage of the Balearic Islands and the definition of their potential as a source of cultural tourism.

#### a. Strengths and weaknesses of the project

This analysis has enabled the identification of the following strengths and weaknesses of the archaeological heritage of the Balearic Islands as an asset for generating a tourism product.

Weaknesses	Strengths
The existence of very different management structures on each of the islands.	A very high number of archaeology sites on the Balearic Islands – more than 4,500 sites.
The lack of synergies and network structures among the agents involved.	A high number of sites that can be visited and that are open to the public (Mallorca 28, Menorca 25, Ibiza 4, Formentera 6).
Little institutional involvement in the enhancement and promotion of these assets for tourism.	The existence of research projects associated with the sites (Mallorca 12, Menorca 8, Ibiza 1, Formentera 3)
Lack of involvement of the private sector in tourism development proposals for these assets.	The presence of prestigious international classifications related to the archaeological heritage: Ibiza, Human Heritage Site; Menorca, Biosphere Reserve; Sierra de Tramuntana, Mallorca, Human Heritage Site in the category of cultural landscape; and the inclusion of Talayotic culture on Menorca on the tentative list of Human Heritage Sites.
Absence of specific promotion.	The originality, magnificence and sound state of preservation of the sites.
No real knowledge of how these assets operate as tourism resources or on the tourism dynamics of the Balearic Islands with regard to cultural tourism and tourist visits to cultural sites.	High potential to draw tourism, since 67% of tourists to the Balearic Islands visit at least one cultural asset during their stay.

Having seen the potential of archaeological heritage compared to other cultural assets on the Balearic Islands, it was analysed in order to design the first Archaeological Cultural Route in the *Baleares Archaeosites* project.

To do this, we assessed a series of criteria, including the following:

- The proposed route should have a strong presence in most of the islands.
- The topic of the proposed cultural route would include the two main features defining the Balearic Islands: insularity and their Mediterranean nature.



- The route designed should be able to be integrated into a route certified by the Council of Europe in the future.
- The presence of international classifications that would foster the visibility of the route.

The result of implementing these criteria was the proposal to generate the first *Archaeological Route of Phoenician Trade in the Balearic Islands*.

To develop and design this first cultural route in the *Baleares Archaeosites* project, we followed the model of the Route Implementation Plan (RIP) developed within the framework of the CERTESS Project.

### **b. Selection of sites and partners.**

This meant first developing the criteria for the selection of the sites to be integrated into this route. The criteria included:

1. Sites with architectural structures in a sound state of preservation.
2. Sites involved in research and management projects that are able to showcase these.
3. Sites near the coast with a strong presence of Punic materials.
4. Sites in which the public administrations were involved in management.
5. Sites with public access.

By applying these criteria, we were able to select 10 sites:

#### **10 sites - 3 islands - 1 Route**



**1. Sa Caleta**



**4. Sa**



**8. Torre d'en**



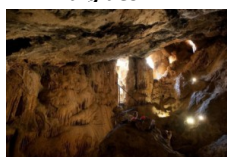
**2. Puig des**



**5. Hospitalet**



**9. Trepucó**



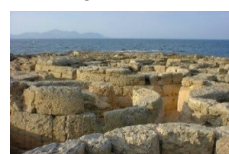
**3. Es**



**6.**



**10. Cala Morell**



**7. Son**



Site	Administration in charge of managing it
Es Culleram	Island Council of Eivissa
Sa Caleta	Island Council of Eivissa
Puig Molins	Archaeology Museum of Eivissa and Formentera. Government of the Balearic Islands
Hospitalet Vell	Manacor Council
S'Illot	San Llorenç des Cardassar Council
Son Real	Santa Margalida Council Ibanat. Government of the Balearic Islands
Morisca	Calvià Council
Cala Morell	Island Council of Menorca
Trepucó	Island Council of Menorca
Torre d'en Galmes	Island Council of Menorca

After selecting these sites, cooperation agreements were signed between the Tourism Agency of the Balearic Islands and each of the administrations involved in order to perform a needs analysis of each site.

### c. Design of the route and needs analysis

Based on these sites, we designed a cultural route conceptualised as an archipelago of points that can be accessed from any site. Each visit will increase the level of information that the visitor gains. This allows for a high degree of flexibility when visiting the sites, closely aligned with the territorial and tourist dynamics of the Balearic Islands.

The next stop was to analyse the status of each site and the requirements of each to implement the route. To do this, we worked on the following lines:

- Analysis of the access infrastructure.
- Analysis of the existing protection and conservation measures.
- Analysis of the services offered to visitors.
- Analysis of the informational infrastructure.
- Analysis of the infrastructure to host the visit.
- Analysis of the degree of accessibility for people with reduced mobility.

The outcome of this analysis was identification of an entire set of actions for improving the sites and generating the route as a whole. These actions are arranged through work packages:

Identifier	Workpackage	Actions
<b>WP1</b>	Research, development, implementation and transfer of knowledge	<b>5</b>
<b>WP2</b>	Rehabilitation and refurbishment for visits and to showcase the sites	<b>45</b>
<b>WP3</b>	Strategy for outdoor signage, corporate image and information on the route	<b>6</b>
<b>WP4</b>	Product generation and marketing and promotion strategies	<b>11</b>
<b>WP5</b>	Strategies for integration and connection with the local population	<b>8</b>
<b>WP6</b>	Didactic educational strategies	<b>10</b>
<b>WP7</b>	Actions to coordinate and generate synergies with cultural events or other cultural assets in the region	<b>10</b>
<b>WP8</b>	Training plan	<b>5</b>



#### d. Timeline and budgetary proposal

This set of actions is planned to be developed over the next five years. In order to organise the work to be done, the budgetary priority level of each action was determined. The cost of execution is distributed according to the type of action, and this cost can be assigned to the administrations directly managing each site or to the managing entity that coordinates the entire project or the island, national or European entity that runs the financing strategies, as outlined in the project.

WORK PACKAGE	COST	WORK PACKAGE	COST
WP1	€2,000	WP5	€42,000
WP2	€912,000	WP6	€48,000
WP3	€36,000	WP7	€17,000
WP4	€39,000	WP8	€2,400
<b>Cost of necessary actions</b>		<b>€321,000</b>	
<b>Total cost of actions</b>		<b>€1,098,400</b>	

#### e. Future strategies

The project concludes with a twofold strategy for the future:

1. To design a monitoring and tracking protocol to implement and coordinate the project, through four areas:
  - a. Monitoring and evaluation of the implementation of the actions to be taken.
  - b. Monitoring and evaluation of the coordination and communication among partners.
  - c. Monitoring and evaluation of the visitors to the route.
  - d. Online monitoring strategies.
2. To design the strategy to both generate culturally-based tourism products and develop the *Baleares Archaeosites* project.

#### **Cultural tourism development strategy:**

Development of strategies in PHASE I

- a. In the first phase, generating an archaeological tourism product in the destination which complements and enhances the value of the Balearic Islands brand.
- b. Generating a multi-product strategy in the destination.

Development of strategies in PHASE II

- c. Generating a specific cultural tourism product.

#### **Development strategy for the Baleares Archaeosites project:**

- a. Adding new partners to the *Baleares Archaeosites* project.
- b. Generating a Strategic Product Committee for this route.
- c. Developing network strategies led by the Tourism Agency of the Balearic Islands to coordinate all the partners in the *Baleares Archaeosites* project.





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## Partner 6 - Regional Ministry of Tourism and Commerce, Andalusia (Spain)

### Regional Route Network

#### 1. RIP content

Andalusia enjoys a long tradition in the development of Cultural Routes, with a great diversity of themes, transmitting its relevant cultural legacy accumulated along the centuries.

Andalusia's RIP is the result of the work performance, elbow to elbow with our partners, during these two years of CERTESS project implementation and it intends to serve as a corpus orientations or guide lines to help Promoters:

- to enhance the management and success of the already existing CRs
- to create new CRs with a more comprehensive technical approach

The RIP is structured in the following blocks:

- the state of the present days CRs in Andalusia, and local GI identified
- a Decalogue of good practices for the already existing CRs and for the future ones, along with the recommendations to be suggested by the Andalusian Ministry of Tourism and Commerce.

The Route Implementation Plan (RIP) of Andalusia has been discussed and developed upon the patterns and models of management of the Cultural Routes that are currently set up in the region, to which other elements of the development of Cultural Routes in other European partner regions have been incorporated (i.e. P2 Regione Lazio- equipping regulation-P4 Salzburg Research Institute-personnel training, management and exploitation-P8 Zlin Region-branding an promotion: newsletter-P11 Sibiu County Tourism Association-management and exploitation. Such conveyance of knowledge, experiences and models put together has made possible the elaboration of our Andalusian RIP.

The RIP envisages, on the one hand, to serve in the future as an orientation or guidelines for an internal regulation of all of the Andalusian Cultural Routes and, on the other, to a possible incorporation to the Regional Government legislation as a premise to grant subventions and financial aids or technical assistance to Cultural Routes promoters. Besides the TIP aims at:

- valuing uniqueness and cooperation
- sustainability
- efficiency in management
- stimulate private and public models
- combining promotions and marketing.



## 2. Theme and location

Cultural Routes already identified and implemented in the region, and included in the elaboration of the RIP are the following ones:

- ❖ ***The Routes of The Andalusian Legacy (El Legado Andalusi)***  
Routes and itineraries that recover the memory of the brilliant Spanish/Muslim past that is ever present in the cultural background of Andalusia.
- ❖ ***A Trip through the times of the Iberians***  
The route of the Iberians is developed basically in the province of Jaen, with its extraordinary archeological remnants.
- ❖ ***Roman Andalusian Route***  
A cultural route through different Andalusian municipalities that share their creation and/or development under the Roman rule, with a living presence spread all through the region known at the time as Baetica Province.
- ❖ ***Paths of Passion***  
A route through different municipalities in the geographical center of Andalusia, having a long-living traditional Catholic piety as a common element, shown fundamentally every year during Easter Week festivity.
- ❖ ***Castles and Battles Route***  
A route with clear vocation of the monumental restoration and thematic diffusion of the Middle Ages' borders between Christians and Muslims world in the province of Jaen.
- ❖ ***Odyssey Model Network - Odysseus Maritime Cultural Route - Andalusia section***  
A network of port-cities that share singularities and are points of information and way in to all the tourist resources the interior land has to offer on the field of culture, nature and eno-gastronomy, along with the nautical sport services.
- ❖ ***Educational Routes through Andalusia***  
Thematic routes with a strong didactic vocation specially targeted to the youth population in Andalusia.
- ❖ ***The Alhambra Palaces***  
Provided with an exemplary Master Plan from which emanates a program of touristic diversification through suggestive visits to the most relevant monumental sites of the city of Granada.

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An original way of showing the city in its lyric side, identifying its sites linked to the many opera works produced by some of the most world famous composers and a paradigmatic example of how to make a pure tourist product out of it with the mediation of TT.OO and travel agencies.

**3. Promoters and stakeholders**

The main promoter of CERTESS RIP is the Secretariat General for Tourism of the Autonomous Government, along with the Andalusian Cultural Routes and different universities and archeological institutes of the region as stakeholders.

**4. Future actions**

- Guidelines of Cultural Routes of Andalusia
- Plan of Action 2015 – 2020
- Creation of Andalusian Net of Routes and Cultural Itineraries - (RAIC)

**5. Themes of interest for future developments****The Routes of the Andalusian Legacy (El Legado Andalusi)**

- Cultural and transnational cooperation in Routes and Cultural Itineraries

**A Trip through the Times of the Iberians**

- Provincial development of an itinerary.

**Roman Andalusian Route**

- Inter-municipal cooperation

**Paths of Passion Route**

- Inter-municipal cooperation and marketing

**Castles and Battles Route**

- Provincial development of a route

**Odyssea Model Network - Odysseus Maritime Cultural Route - Andalusian**

- Implementation of the ICT Tools & IGS European platform for the information, promotion and commercialization of a coastal and nautical tourist destination and its hinterland

**Educational routes through Andalusia**

- “You reap what you sow” : educating young people on its own cultural legacy through selected routes

**Alhambra**

- Management for the diversification of the cultural tourist offer in Granada and management using its main tourist attraction as the starting point.

**Route of the Opera (Seville)**

- Model of diversifying and marketing of a new cultural tourist product



## ROUTE IMPLEMENTATION PLAN-ANDALUSIA

### BLOCK I: PRECEDENTS R.I.P. – ANDALUSIA

#### *"Trip to the World of Iberians" – Iberians CR*

La Ruta de los Iberos, desarrollada en la provincia de Jaén dado sus extraordinarios restos arqueológicos

#### *Seville: City of Opera*

Ruta local dedicada a la identificación de la ciudad de Sevilla con la ópera

#### *El Legado Andalusi CR*

Rutas e Itinerarios culturales que recuperan a través de la gestión todo el pasado hispanomusulmán tan presente en las manifestaciones culturales de Andalucía

#### *Roman Baetica CR*

Ruta cultural por diferentes municipios andaluces que comparten su creación y/o desarrollo a través de la época Romana, tan presente en el territorio

#### *The Alhambra Palaces and Generalife Gardens*

Programa de diversificación turística de la ciudad de Granada, a partir del edificio más relevante de Andalucía en número de visitas y en modelo de gestión

#### CULTURAL ROUTES IN ANDALUSIA

#### *Educational Routes through Andalucía*

Rutas temáticas con clara vocación didáctica y de identificación entre la población joven de Andalucía

#### *José María "El Tempranillo" CR*

Conjunto de municipios que evocan la época del bandolerismo en Andalucía bajo una óptica romántica

#### *Odyssea European Network & Cultural Itinerary ODYSSEUS*

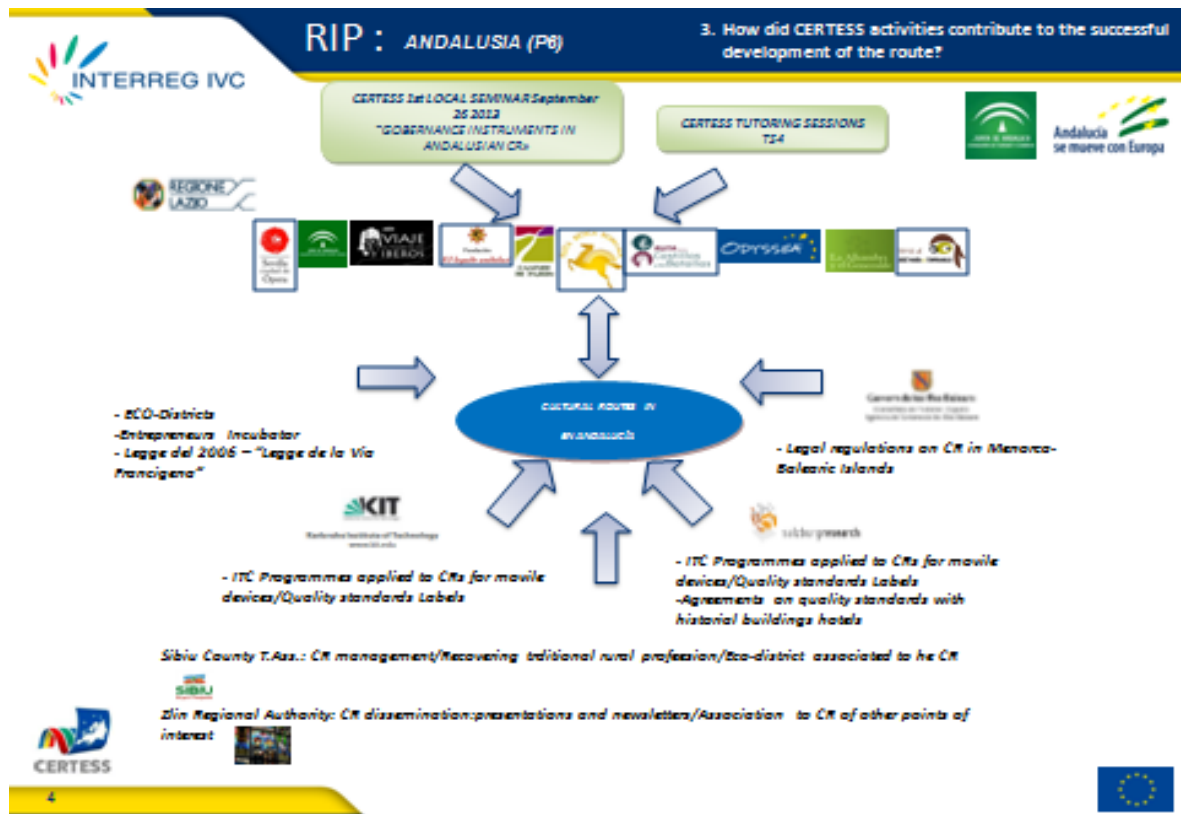
Red de ciudades portuarias que comparten singularidades y que son puntos de información y entrada hacia toda la oferta cultural de interior

#### *Castles and Battles CR*

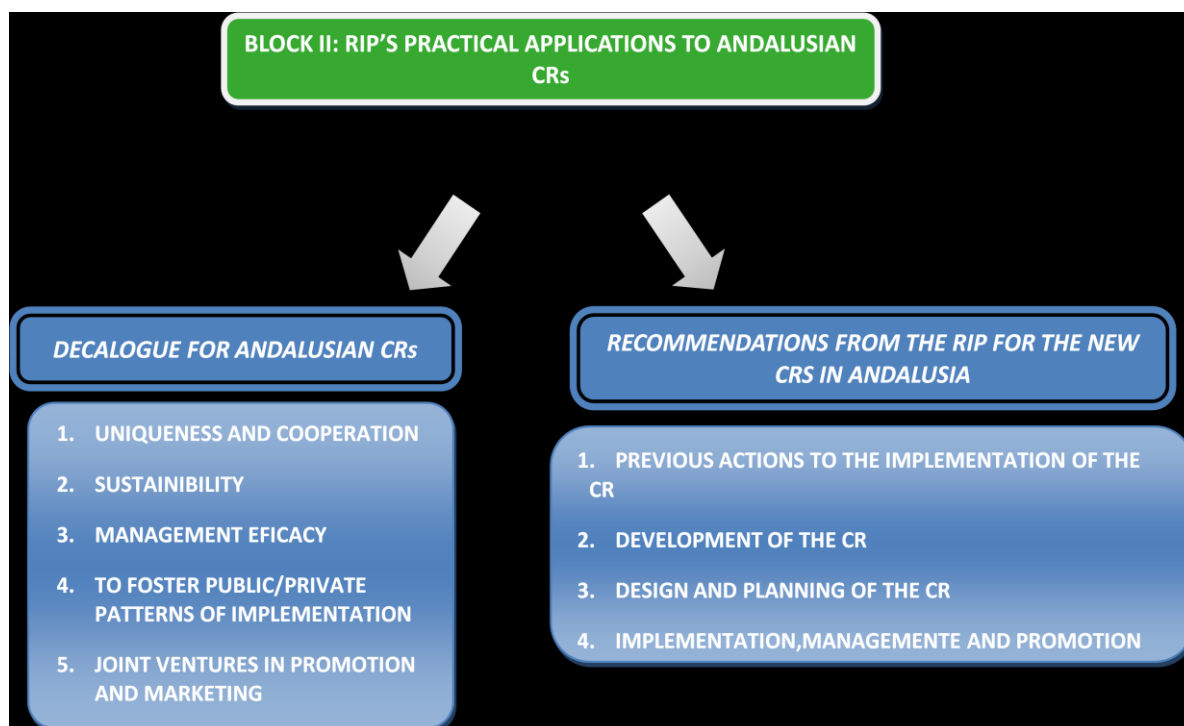
Una ruta con clara vocación de recuperación monumental y difusión temática de la frontera histórica entre cristianos y musulmanes en la provincia de Jaén

#### *Paths of Passion CR*

Ruta por diferentes municipios del centro geográfico de Andalucía, cuyo desarrollo de la religiosidad católica popular tienen elementos comunes para su difusión y comercialización







**ACTION PLAN FOR THE ANDALUSIAN CRs  
(2015-2020)**

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## Partner 7 - Karlsruhe Institute of Technology (Germany)

### A policy plan for Baden Württemberg region

#### 1. Introduction

The present paper can be regarded as a compressed summary of the “Implementation Plan” that was elaborated by the German partner within the CERTESS project, the Karlsruhe Institute of Technology (KIT).

The “Implementation Plan” itself was developed as part of the 2012 to 2014 EU project CERTESS, which was promoted within the program INTERREG IVC and co-financed by the European Regional Development Fund (ERDF).

Within the framework of this promotion, special attention is paid to the development of the region of every project partner.

The cooperation with various regions in each project enables the partner’s reflection of their own regional development as well as learning from the experience of others. In accordance with INTERREG IVC, the results of this exchange and thought process should contribute to an “Implementation Plan” (cf. INTERREG IVC 2007-2013). Depending on the topic and the project, each “Implementation Plan” is different and is deliberately not defined by the funding line. The “Implementation Plan” is supposed to offer the opportunity to respond and react to the different needs of each region.

With this in mind, the document elaborated by the Karlsruhe Institute of Technology (KIT) refers to the region of Baden-Württemberg. Baden-Württemberg disposes of a variety of cultural routes. However, the routes vary not only in their geographical scope but also in their degree of tourist attractiveness, thus in their cultural and economic value. In compliance with the claim of the funding program to react to the different regional needs, the “Implementation Plan” elaborated by the Karlsruhe Institute of Technology (KIT) was developed as a two-part document. First and foremost, the plan responds to the difficulties identified in conversations, expert interviews and workshops to establish a cultural route in such a way that it can be strategically managed and co-ordinated over a long-term, despite the large number of actors from government, culture and tourism, which are usually involved in such projects. For this reason, the two-part document focuses on phase 1 of the establishment of a cultural route, which is referred to as a “Route Start-Up” in the CERTESS project. In the first part of the document, results of an analysis of cultural tourism networks are presented and recommendations are given. According to the INTERREG IVC program, this analysis is based on some of the “Good Practices” and “Governance Instruments (management tools)” identified by the CERTESS project and is thus a direct result of the exchange of experience with the partner regions of the project. Additionally, Good Practices from the Baden-Württemberg region are considered and analysed in order to take into account existing regional experiences and approaches to solutions. The second part of the document is finally providing guidance for a just established stakeholder network to facilitate the planning of a cultural route. This allows the plan to be viewed as a strategic document, which can be used for different thematically-oriented cultural routes and a variety of cultural routes stakeholders. Furthermore, through the integration and analysis of “good practices” and their approaches to solutions, recommendations are given with which the implementation of a governance or



Management policy of cultural routes can be accomplished. At the same time it is aimed at supporting the regional policy of Baden-Württemberg to the effect that it gives guidance for funding decisions for planned or future cultural routes.

## **2. Governance of heterogeneous actors**

As already described in section 1., the following text gives insights into the “Implementation Plan”. Thereby the present document focuses on those chapters of the plan that present valuable “lessons learnt” from the work within and the results of the CERTESS project. Of course, the plan itself is far more comprehensive than the present summary. However, this summary describes some of the results that can be regarded as guiding insights for interested route promoters and stakeholders to effectively plan and establish a cultural route and a route network right from the start.

### **2.1. Governance – an approach to a definition**

With its most important focus on the route development phase “Route Start-Up”, the “Implementation Plan” describes some ideas about “what it means to collaborate” within a cultural route arrangement or network. It is important to not only provide some hints and tips about collaborations within cultural routes but to give information to the cultural route stakeholders about the underlying conceptions of cultural route networks. The latter is indispensable in order to create an understanding of what it means to collaborate. This understanding will help to facilitate an informed decision making among cultural routes stakeholders when building up a cultural route network.

Considering that cultural routes management usually mean that different stakeholders are brought together in an effective collaboration, it can be said that the phase “Route Start-Up” is mainly directed to the establishment of an effective (regional) governance process.

In spite of the complexity and the various understandings of the term governance, that varies depending on the disciplinary or sub-disciplinary context and which is sometimes subject to substantial divergences in its manner of use, it still allows identifying a common essence of the term.

- Governance is understood as steering and coordinating with the goal of managing reciprocal dependency of different actors. In most cases, corporative actors are seen as consolidated individuals capable of acting (cf. Benz and Dose 2010, p. 25).
- Steering and coordination are based on institutionalised policies. These policies are supposed to direct the action of the involved actors. In most cases, there are hybrids of different control systems (contract rules, competence rules, regulatory powers, majority rules, negotiation rules) (cf. Benz and Dose 2010, p. 25).
- Governance is composed by interaction patterns and modes of collective action that emerge in the framework of institutions (i.a. networks, coalitions, contractual relationships) without given specification (cf. Föhl 2009, p. 18).
- Governance is understood as processes of steering resp. coordination as well as interaction pattern, which normally exceed organisation borders, especially borders between the state and the society, which became fluxionary in political practice. Politics resp. policy-making processes of this definition normally proceed in the interaction of governmental and non-governmental actors or between actors from inside and outside of an organisation (cf. Föhl 2009, pp. 18f.; cf. Benz 2007, pp. 9-20).



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Governance as a term provides a perspective and it supplies a guideline for the analysis of complex structures of collective interaction. And yet, it is a challenge to specify the above-mentioned characteristics contextually and to implement the analytical perspective with suitable theories and methods of empirical science (cf. Benz and Dose 2010, p. 33).

## 2.2. Governance in the regional context

Cultural tourism networks interact on a local resp. regional level, especially in the case of cultural routes. Cultural routes connect different places with a selected cultural topic that normally team up as regional actors. For that reason, the above-mentioned governance characteristics have to be specified and contextualised for a regional context.

Regional contextualised governance, the so called Regional Governance, is understood as a regional planning that emerged as a reaction to governmental deficits or as an endorsement to these deficits. Thereby, it is about an intermediary management form as collaboration between governmental, communal and private law actors of one region. These new forms of governance mostly develop where conventional procedures are no longer suitable to fulfil the changing tasks anymore. As a reaction to this change, opportunities for new (non-governmental) actors emerge, in the form of an interactive network capable to shape and fulfil these tasks. Normally, such collaborations of actors and networks are distinctive where the regional level is poorly organised. Through the retreat of the government from regions and the demand for self-organisation, the pressure for new forms of regional collaboration rises. The capacity to take an active role, which emerges through the change of tasks, can be actively used from bottom-up by the available actors in order to form a network capable of acting (cf. Fürst 2010, p. 49).

Referring to the above-mentioned characteristics, regional governance is supposed to fulfil the principles of transparency, accountability, efficiency and effectiveness normatively. On the other hand, it is supposed to contribute to the relief of the state by stimulating self-help capabilities and the utilization of synergy effects through cooperation.

Exemplary characteristics of regional governance are mainly similar to the conceptual nucleus of governance, but refer to the region as space of action in their context. Thereby, it is about the coordination of different logics of action in the case of mutual dependency of the actors. These dependencies of the actors are steering and organised. The premise is networks with mostly weak institutionalisation, whose actions build a reference to communal tasks. The interactions within the network take place between equal and autonomous partners. At that it refers to a horizontal coordination between partners on the same level and therefore it explicitly refers to a theoretically ideal-typical not hierarchical form of cooperation. Normally, the coordination mode is characterised by negotiations, this means by mutual interference of attitudes and thought patterns. Here, it is important to have learning processes that lead to a change in the actor's action patterns - away from the actor's egocentric action-oriented motives to action patterns directed to the common good. (cf. Benz and Fürst 2003, pp. 40ff.; Fürst 2006, pp. 43f.). Regional governance networks are subject to a negotiation process that usually starts in the initial stage and stretches through the planning phase as far as the phase of implementation (cf. Illustration 1).

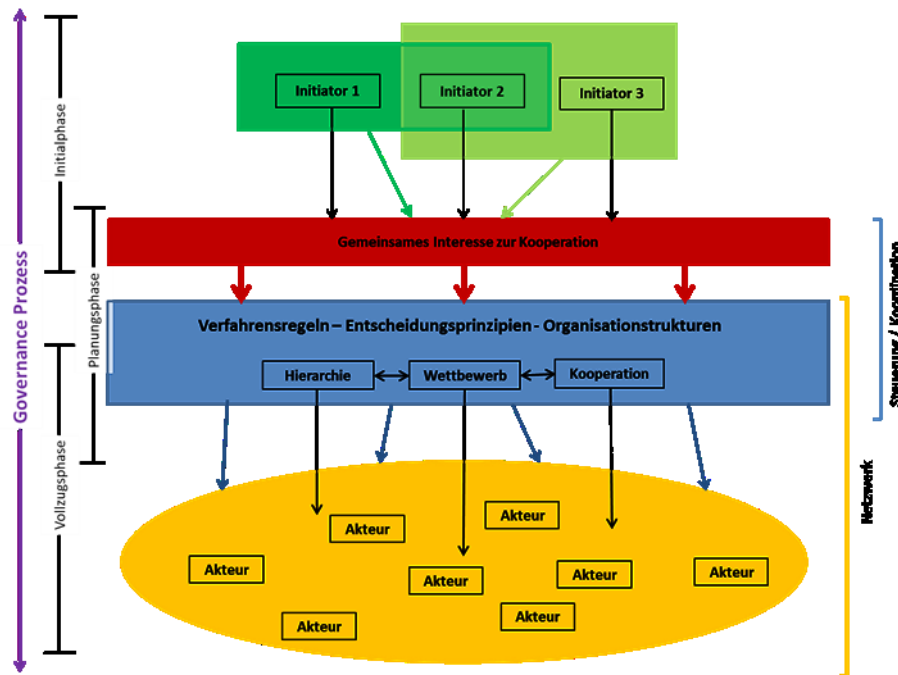


Illustration 1 Governance process in regional networks (own display)

According to Schuppert (2008), Adamaschek and Pröhl (2003) the following three characteristics are a central part of regional governance networks:

- Personality and number of actors,
- Set of rules and stability/sustainability of the cooperation (tightly resp. loosely and informally contracted and/or organisational linkage of previously independent actors),
- Combination of different steering mode: mixture of dominant governance modes (hierarchy, competition, cooperation).

In the following, the above-mentioned central characteristics of regional governance are elaborated. At first, it is considered what different actors participate in regional governance networks. Here, origin and motivation of the cooperation play an important part as well as the personality of the actors. In a next step, the thereby characterised action motivation and its impact on the collaboration within the network has to be elaborated. It is pointed out, that different governance modes are developed through different personalities of participating actors and their specific collaboration.

### 3. Methodological approach for the analysis of cultural tourism networks

Usually, cultural routes networks consist of heterogeneous actors that contribute different action motives due to their occupations involvement. Therefore, every network is in need of individual governance that is adjusted to the context. The present analysis of cultural tourism networks is used to examine the extent to which the theoretical conclusions are applicable in reality. Five networks of the project CERTESS were selected due to their willingness of making their governance structures transparent and available for the analysis. It seemed to be important to include a range of variation of networks in the analysis to differentiate general factors of success from context specified peculiarities of one single network. As an





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example for a regional network currently passing an early formation phase, the network “KIRA – Kulturtouristische Initiative in der Region Heilbronn Franken” was selected. Further on, the cultural route “Via Amerina” and the network “Via Amerina e delle Forre Bio District” exemplify that two already existing networks in the same region can cooperate and co-exist while the network “European Historical Thermal Towns Association (EHTTA)” and the “Odyssea” network are two good examples for regional networks acting on the supra-regional or even international level.

For the examination of the networks, individualised but in their basic structure standardised questionnaires that question main aspects of functionality of each particular network, were developed. There with a baseline for the individual analysis of the networks based on the theoretical criteria could have been created. At the same time, this approach made it possible to compare the networks with contemplation of actor constellation, action motivation and decision-making structure and to develop guidance for the configuration of a successful cultural tourism network.

The questionnaires were guided in their structure by three essential groups of topic:

1. The first part was mainly about the history of formation of the network. What were the idea and the motivation for the development of the network, what were the aims of the network? What were the first steps to form the network, what procedural steps needed to be followed when building up the network? What kind of member structure did the network have in the development phase, did individual actors play particular roles? In the end, questions about the formalisation or the institutionalisation of the network were central. Why the network was formalised, what were the motives and how was the transition process planned and realised?
2. The second part of the questionnaire focused on the organisational structure. Here, the individual institutions within the network and their composition were of importance. The embodiment of decision-making processes is another aspect of the functioning of a network. How are decisions made in a network, who participates in the decision-making, how are the actors of the network integrated in the decision-making process? In many cases this is about rules and policies determined during the phase of formalisation. These rules and policies structure how the collaboration within the cooperation works. Besides the determined policies the communication structures are important, when the point is to shape a network successfully. Therefore, this questionnaire also focused on information and communication flow between the actors of the network. How are members of the network informed about news? How can members contribute to the network with news, opinions and information? Furthermore, the questionnaire asked about challenges of the collaboration within the network as well as about conflicts and their approaches to solution.
3. The third part focused on the collaboration of the particular network with other networks either on a regional or an international level. Here, especially the question of the public appearance and the interaction of the network were of interest. As well as the question about the cooperation with thematically subsidiary actors and networks from outside of the network were approached.

The standardised structure of the questionnaires is based on the following display:

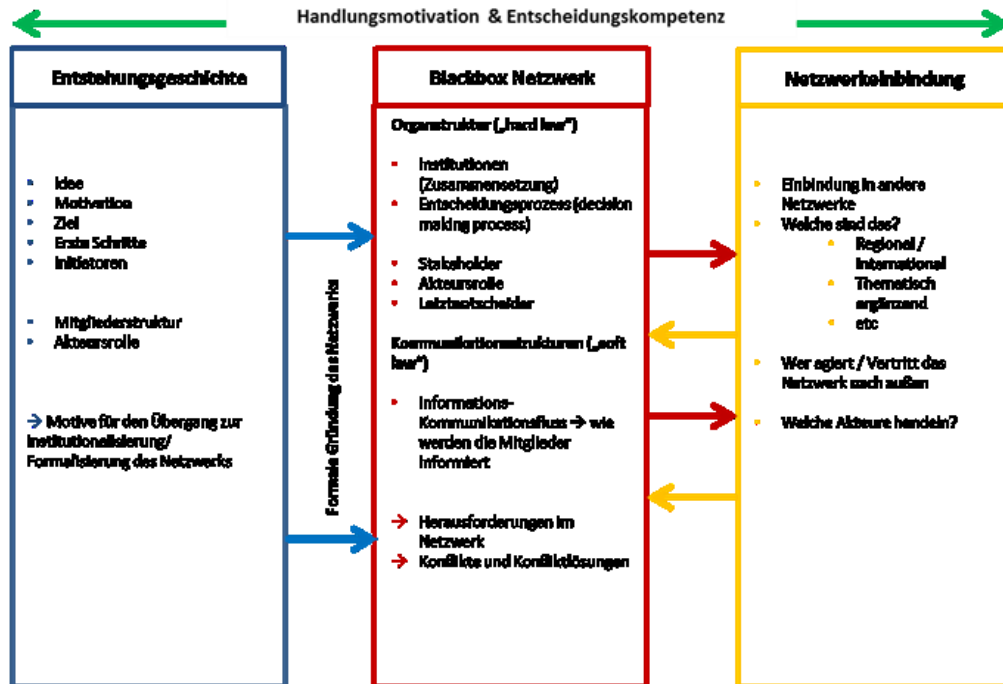


Illustration 2 category system for the analysis of cultural tourism networks (own display)

Individual persons in charge were interviewed with help of the questionnaires. On the basis of so gained information the theoretically gained conclusions were looked back at and reappraised on the basis of practical insights. The following chapter describes the conclusions of the comparing analysis of networks respecting the above mentioned three groups of topic.

#### 4. Comparative analysis

The examined networks and their cooperation show different degrees of heterogeneity of their actors are of different size and have a different regional embedding as well as different contexts. They also show differences in their decision-making structures and in their degree of institutionalization of decision-making processes. Nevertheless, when comparing the results of the semi-standardized survey, it can be shown, that every network has to undergo a development process:

At the beginning of a cooperation, a common thematic interest concerning the collaboration as such as well as the possibility for an eye-level serves as motivational reason for collaboration and therefore contributes to the integration of all substantial actors on the spot. It can be a great advantage to have a central motivational actor in this phase of formation of a network who brings the collaboration forward and who works with great commitment for the objective of the network. This can encourage and intensify the collaboration of partners, especially in the beginning. The network KIRA displays such a constellation of actors and can be regarded as a positive example for a successfully establishment of a network – with a strong key actor who organizes and supervises the development of the network in a professional way.



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Networks that are structured on a basis of consensus can only be capable of acting on a long-term basis, if there is a limited number of preferably homogenous actors with similar interest and the same logic of action. This cooperation usually acts on a loose level of integration and therefore does not need agreed on and written down structures and decision-making processes. A good example for such a formation of a network is the analyzed cultural route Via Amerina.

The consensus based negotiation processes within a network encounter limits, when a certain number of members is reached, especially in cases when the actors are quite heterogeneous. If the operating actors are too divergent in their logic of action, interests and size, the logic of action of the network suffers and the participation in the network becomes stale for the actors. Having a great number of heterogeneous members often leads to a paralysis of the negotiation processes. In general, the formalization process of a network is a crucial step in its development. Therefore, certain rules have to be considered. Besides the integration of actors belonging to the network, it is important to formulate objectives of the network clearly and to put the organizational structure and the decision-making process to record. From the formalization point onwards all analyzed networks show hierarchical elements in their decision-making process. Be it in the form of majority decision in meetings, defined power of veto of individual members or in connection to the election of representatives, who represent the network to the outside and who are supposed to develop the network. The distinctness of the formalizations varies and has to be developed and decided individually within each network. The ability of decision-making has to be in the foreground of the network, only then a formalization of a sustainable cooperation is reasonable. The analyzed networks show different formalizations in the form of statutes, which control the cooperation and make the network capable of acting. The "Via Amerina e delle Forre Bio District" is a good example. Special attention should be given to the implementation of a central motivational actor. The network has to decide how many competences are allotted to the actor and how central the actor's rank within the structure of the organization is. It has to be considered that a key role generates a high dependence of functionality of the network from this actor. In case of withdrawal of the actor from the network this has to be kept in mind.

After the phase of formalization, set rules and structures have to prove themselves in reality. The collaboration is still subject to a process due to the heterogeneity of the actors, thematic development of the network or addition of new members. According to this, there must be the possibility to react to changes and make adjustments to the settled structures. Therefore, the structure flexibility is of great importance for the long-term functionality of such networks. Such an adjustment process proceeds constantly and is virtually never finalized. Currently, the EHTTA is situated in this phase and the configuration of the individual organs are negotiated and readjusted.

Networks of a certain size and heterogeneity of the involved actors show elements of a hierarchical governance. When the network increases a critical number of members or extends regional borders (national or even international) and acts on several decision levels, structures become rigid. The described adjustment process is becoming more difficult and the decision-making structure becomes usually more hierarchical. To govern a large number of heterogeneous actors in a network, key decisions are usually not made consensus-based. Frequently, a varyingly profound integration of the actors is associated with this kind of development. This is the only way for the network to stay capable of acting and for the cooperation to stay profitable and advantageous for every member. A good example is the Odyssey network.

## 5. Recommendations for action

The following recommendations for action can be deduced from the comparative analysis of the networks:

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- The starting point of cooperation is the motivation of having or getting an equal say. At this, it is important that decision-making processes are executed on the basis of negotiation processes and consensus. Furthermore, a limited number of members with a similar respectively same thematic motivation affect the network positively in this phase.
  - In this phase, a network can only work sustainably and on a long-term basis, if the actors are homogeneous in their interest, in their institutional origin as well as in their action of motivation.
  - At this point of development and setup of a network a motivational, coordinating initiator is helpful.
- When the group of actors involved increases, a formalization has to be initiated in order to guarantee the network's capacity to act.
  - Usually, the formalized structures of a network exhibit hierarchical forms to reach enough capacity to act.
  - Particular attention has to be paid to the integration of motivational initiators (if available). It has to be thought about which part of the organizational structure will be occupied by the actor.
- New organizational and decision-making structures developed through formalization need to stand the test of reality.
  - At this point, it is especially important that the chosen formalization form is flexible enough to incorporate adjustments.
  - In the development of a network such adjustment processes are recurrent and cyclical, e.g. due to expansion of members, attainment of set goals or thematic realignments.
  - A critical phase occurs, when there is a motivational initiator, who leaves the network at a certain point or who is not active in his or her role anymore. Preferably, this should be taken into account when setting up a formal network structure.
- If a network reaches a critical number of actors and acts on several levels (local, regional, national, international), formalized processes tend to become more rigid. Often, such networks distinctly feature more hierarchical decision-making forms as regional networks that are limited in their number of actors.

The above developed recommendations must be individualised and contextualised. Therefore, it is important to assess the phase to which the network can be allocated at the current point of time.

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## Partner 8 - Zlín Region (Czech Republic)

### Cyril and Methodius Route

European cultural routes are unique pan-European tourism products. This is why the European Commission, European Parliament, member states, and the Council of Europe have devoted a lot of attention to them. The aim is to raise awareness of Europe, individual sites, and countries as exceptional tourism areas and destinations.

The aim of the Implementation Plan European Cultural Route of Saints Cyril and Methodius is to start cultural route, plan activities, propose a budget, sources of funding and implementation schedule and also propose a management structure and promotional activities of the Route.

#### 1. Start-up of the route idea

##### 1.1. Theme: The Roots of Slavic Culture

The European Cultural Route of Saints Cyril and Methodius seeks to use the common theme of Europe's heritage to interconnect a number of countries of Central, Eastern, and Southern Europe, an area that was greatly influenced by the mission of Cyril and Methodius in the 9th century AD. Saints Cyril and Methodius, the co-patron saints of Europe, are considered the two most influential missionaries, having played the principal role in introducing Christianity and developing culture in Slavic countries. They indirectly influenced the formation and organization of early medieval European countries.

Remembering and being inspired by the heritage of Saints Cyril and Methodius, and appreciating Christian traditions and the cultures of countries connected to their mission and their followers creates an interesting theme for exploring Europe.

The heritage of Saints Cyril and Methodius inspires Europe of today and tomorrow. As Cardinal Špidlík, a Moravian native, said: „The aim is to make sure that Europe takes responsibility for its entire heritage – its West, but also its East – and starts to breathe fully using both lungs“. The European Cultural Route of Saints Cyril and Methodius is one of the examples of such dialogue and mutual cooperation between many nations in Europe.

The theme is related to human rights, cultural democracy, education and scholarship, pluralism of opinions, dialogue, mutual contacts and enrichment across boundaries and centuries, the message of reconciliation, awareness of ethical and moral values, friendly coexistence, human development and respect for the inherent dignity of each nation.

##### 1.2. The European Story of Saints Cyril and Methodius

The mission of Saints Cyril and Methodius dates back to Great Moravia (9th century) and is connected to the arrival of Slavic missionaries Saints Cyril (Constantine) and Methodius to Moravia in 863 AD. Cyril and Methodius created the Glagolitic alphabet for the Slavs, translated the Bible and other religious texts into the Slavic language, and then enforced Slavic as the liturgical language to enable worship in the language of the people with whom they shared the Gospel. They also educated their followers to ensure the continuation of their mission, the most famous follower being Saint Gorazd.

Cyril and Methodius became the spiritual fathers of Slavic nations, having brought them the Christian faith and culture, and were 11 centuries ahead of their time in serving the liturgy in national language. In 1863, Saints Cyril and Methodius were declared the patrons of all Slavic people and on 31 December 1980, Pope John Paul II declared them co-patron saints of Europe on the grounds that in addition to their contribution to culture, they fought for the unity of Eastern and Western Churches and showed the right path towards European unification.

### 1.3. Velehrad, European Pilgrimage Site

Velehrad is closely connected to the mission of Cyril and Methodius and archaeological remains have shown that the seat of the Great Moravian Veligrad (great castle) was just a few kilometres away from the present Velehrad (Czech Republic). The large Cistercian monastery complex, built in late Roman style with some early Gothic features, was completed in the 1240s. The Baroque style seen today of the monastery complex and the Basilica of Virgin Mary's Ascension and of Saints Cyril and Methodius is the result of extensive reconstruction that lasted more than five centuries for various reasons (fires, plunder, changing owners). It was completed in the second half of the 18th century.

The story of Saints Cyril and Methodius culminated in 1990 with the visit of Pope Saint John Paul II to Velehrad. In his speech, Saint John Paul II emphasized that: „Velehrad is the ancient heart of the Great Moravian Empire. It is the place from where the Saints Cyril and Methodius, brothers from Thessaloniki, launched their apostolic mission among the Slavs. Here are our roots.“

Therefore, the importance of Velehrad transcends the borders of the Czech Republic as well as those of Central Europe. This is why Velehrad ranks among Europe's important pilgrimage sites.

### 1.4. Great Moravia Empire

The Great Moravian Empire was one of the most powerful states of Europe in the 9th century. In the boom years of the reign of Prince Svatopluk I, the Great Moravian Empire encompassed modern-day Moravia, Bohemia, Slovakia, Hungary, part of Serbia, Poland, Austria, and Germany.



Foto: Velehrad



Map: Great Moravia Empire area and brothers' missions



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## 2. Development of the Route

### 2.1. Organization and Partnership

The East-Moravian Tourist Authority and the Zlín Region (Czech Republic) have handled pilgrimage tourism since 2008; since 2011, the two authorities are members of Cammini d'Europa. The initial idea to develop the Route of Saints Cyril and Methodius was proposed in 2011 on the basis of negotiations between the Zlín Region and the East-Moravian Tourist Authority. The potential of Europe's historical and cultural heritage associated with the mission of Saints Cyril and Methodius has led to the rapid development of an extensive international network of partners.

The project of the European Cultural Route of Saints Cyril and Methodius (ECRCM) has a stable organizational structure in the form of an Interest Association of Legal Entities. The association, established by the Zlín Region and the East-Moravian Tourist Authority in 2013, coordinates, manages and administers the ECRCM project in order to satisfy the conditions for the certification of the route within the programme "Cultural Routes of the Council of Europe". For this purpose the route is further developed in five pillars: Cooperation in Research and Development; Enhancement of Memory, History and European Heritage; Cultural and Educational Exchanges for Young Europeans; Contemporary Cultural and Artistic Practice; Cultural Tourism and Sustainable Cultural Development.

ECRCM currently enjoys strong support at all national levels. The following Czech institutions rank among the supporters of the project: Zlín Region, South Moravian Region, Moravian-Silesian Region, Olomouc Region, Ministry of Foreign Affairs and Ministry for Regional Development, Masaryk University in Brno and Palacký University in Olomouc, the national tourism agency Czech Tourism, the Archdiocese of Olomouc. There is also strong international support: Cammini d'Europa association in Italy; Nitra Self-Governing Region, Trenčín Self-Governing Region, Žilina Self-Governing Region in Slovakia; Central Macedonia Region in Greece; Municipality of Ohrid (FYROM) and support by the European Institute of Cultural Routes in Luxembourg. Currently, there are total of 73 stakeholders identified, with whom the cooperation was initiated to develop ECRCM in the Central, East and South Europe.

### 2.2. Outputs

Since 2012, there have been achieved first outputs of the ECRCM by implementation of three projects. These outputs will be used for the further development of the ECRCM and are necessary part of the Implementation Plan ECRCM, which are included in the annex of this document.

There were developed three strategic documents within the project European Cultural Route – Transfer Experience, Share Solutions (CERTESS):

- **Strategy of achieving ECRCM goals in five development pillars** – this document was included as Government Instrument of the project CERTESS and was developed for fulfilling the criteria for certification of cultural routes within the programme "Cultural Routes of Council of Europe".
- **Implementation plan ECRCM** – This document plans activities, propose a budget, sources of funding and implementation schedule and also propose a management structure and promotional activities of the Route.
- **Product strategy of the ECRCM** – Defines spinal products of EKSCM in a view to propose routes, their description, historical links and connections, mapping of strategic objectives and deal with management and marketing.



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Other two projects implemented within the ECRCM were focused on the development of pilgrimage routes, which are located in the Czech Republic and Slovakia. These projects provides following outputs:

- **Adjusting the existing and design new parts of the Cyril and Methodius pilgrimage route** - total of 234 km Cyril and Methodius pilgrimage trails passing through three Moravian regions and one region in Slovak;
- **Mapping of tourist attractions and services along the route; methodology for signposting; Draft of the information system along the route** – visual appearance, numbering unification, the content of panels;
- **Publication of “Saints Cyril and Methodius Pilgrimage Rotue”** – contains two trails Holy Kopecek – Velehrad and Sastin – Velehrad in accordance with the principle of the journey to the place of pilgrimage Velehrad;
- **Web pages ECRCM.**

In order to ensure mutual interconnection and continuity of all the activities associated with promoting the Cyril and Methodius legacy (including those aimed at marketing), it will be used official logo of the ECRCM, which was developed within the celebration of the 1150th anniversary of Saints Cyril and Methodius' advent to the Great Moravia. For the purpose of creating a uniform visual style, the Zlin Region developed C&MR Logotype Graphic Manual. The manual summarizes the rules for working with the logo in the preparation of promotional communication campaign materials as well as standard presentation materials.



Brand of the jubilee



Brand of the C&amp;M Route

### 3. Route action design & plan

The European Cultural Route of Saints Cyril and Methodius has two strategic states. Medium-term strategy (2015-2020) focuses on the strengthening of ECRCM network and development of the spinal trails Rome – Velehrad – Thessaloniki. Long-term strategy (2020-2030) will focus on the ensuring sustainability, further development of the trails, products and services as well as expanding trails outside the spinal destination (the Baltic States, Belarus, Russia, Moldova, Germany, the Benelux countries, and more). These strategies will be fulfilled within four identified objectives: Tracing of the Cyril and Methodius Route in three spinal trails Rome – Velehrad – Thessaloniki; Development of associated services along the Route and their synergic connection; Education of stakeholders involved; Support of science and development in relation with the Cyril and Methodius legacy.

The European Route is divided into 3 main spinal trails/products. ECRCM has 3 key players: Velehrad (Czech Republic) – Rome (Italy) – Thessaloniki (Greece). The involvement of 3 key players minimizes the risks of failure and the administration of the Route will lead to a more efficient fulfilment of the project's objectives. Each of the main routes targets a different cultural group.

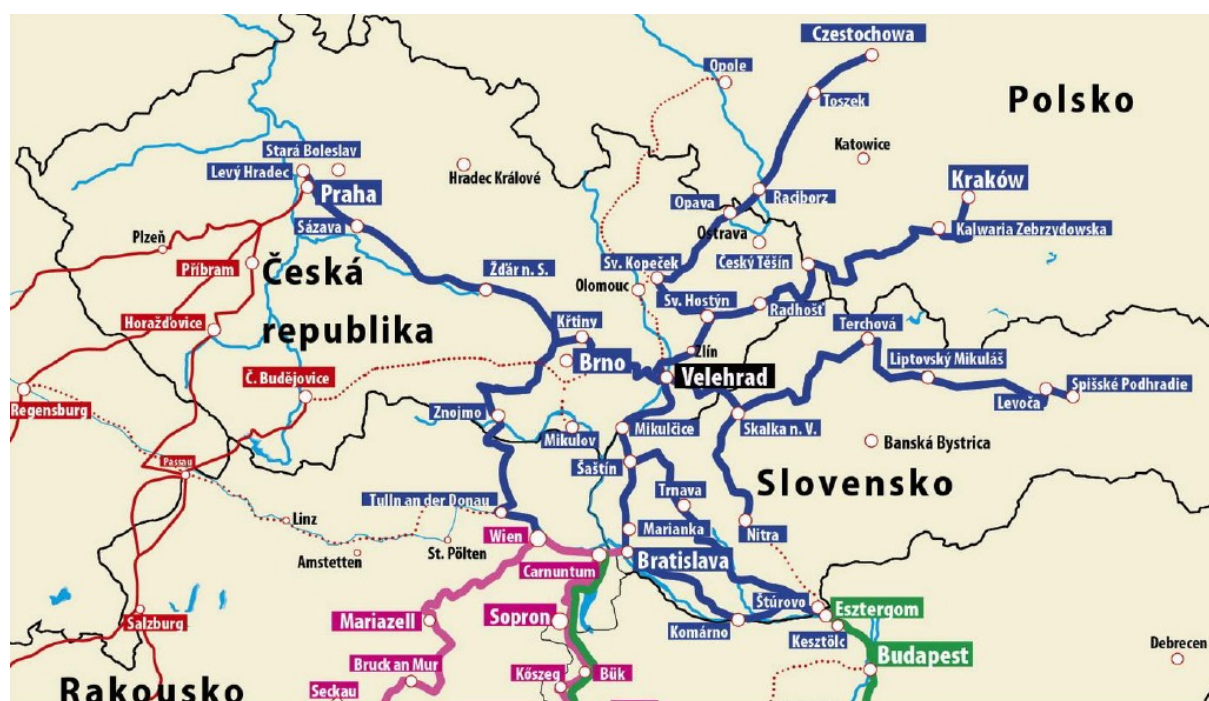




### 3.1. Spinal Trail “A” Velehrad

The trail is recognized as an instrument to connect the nations of Central Europe (Czech Republic, Slovakia, Poland, Austria, Hungary) leading to the main pilgrim destination Velehrad in the Czech Republic. It will be a star-shaped network of routes, used mainly as one-way routes, which entails more than 2,300 kilometres of routes.

The direction of the route in the Czech Republic is based on that of existing routes Svatý Kopeček (Olomouc) – Svatý Hostýn – Štípa – VELEHRAD – Svatý Antoníněk – Mikulčice – Gbely (Slovakia) – Šaštín (Slovakia). The plan of the route also includes Prague and other places in Bohemia, including connections between Prague and Rome through German and Austrian towns and Milan. In Slovakia, the route uses the pilgrimage routes of Saints Cyril and Methodius to Velehrad already marked from Nitra and Terchová. The northern route is designed to continue from Levoča, while the southern part connects the Šaštín pilgrimage site with Austria and Hungary. The Polish routes provide connections to Velehrad using old routes from Krakow, and then from Częstochowa, the most important pilgrimage site in Poland, but also using the planned routes in the direction from Opole and Wrocław.



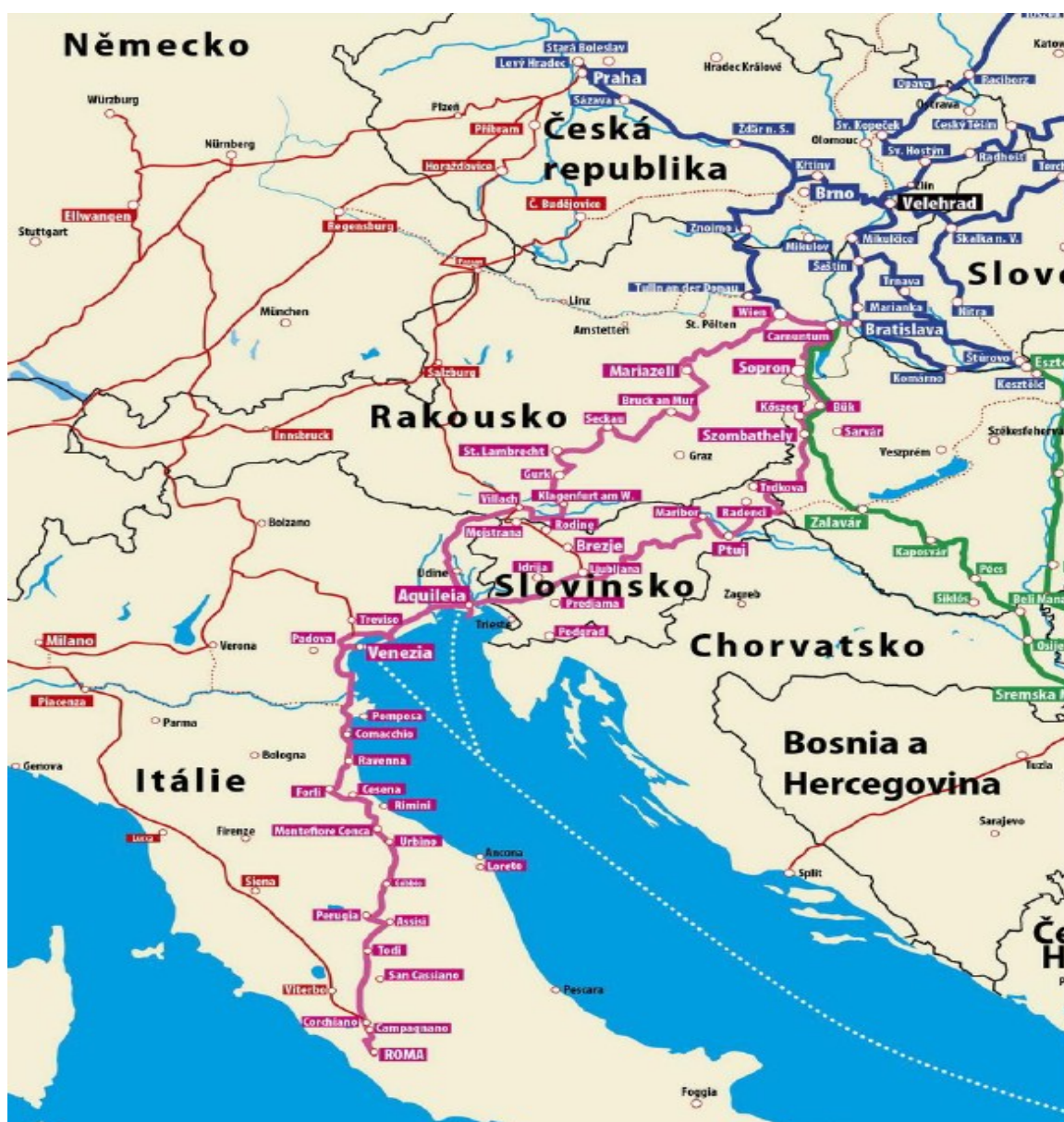
The route is designed with four backbone routes on the Czech territory, corresponding to the four points of the compass and connecting the surrounding states. These routes form part of a flow of people from different directions, allowing pilgrims to reach Velehrad using the easiest pilgrimage route.

### 3.2. Spinal Trail “B” Rome - Velehrad

The trail is recognized as an instrument to connect the nations of Central and Southern Europe, in particular Rome with Velehrad through Italy, Slovenia, Austria and Germany with more than **2,400 kilometers** of routes.



The main route of Saints Cyril and Methodius from Velehrad to Rome (or in the opposite direction) will come in 3 options. They will follow the old, mostly Roman, pilgrimage, trade, or military routes. The easternmost route between Rome, or Venice and Velehrad generally follows the ancient trade route called the Amber Road, which passes through the Czech Republic, Slovakia, Austria, Hungary, Slovenia, and Italy. The central route, which largely follows the ancient migration route of the Slavs called Via Slavorum, goes from the Czech Republic across Austria and its most important pilgrimage site Mariazell to Italy. The route's western option between Velehrad (Prague) and Rome follows the trail of Saints Cyril and Methodius across Germany (Austria) on the Via Claudia Augusta and goes through the Alps into Italy.







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### 3.3. Spinal Trail “C” Thessaloniki - Velehrad

The trail is recognized as an instrument to connect the nations of Central and Eastern Europe, in particular Thessaloniki with Velehrad through **Turkey, Greece, Bulgaria, Macedonia – FYROM, Serbia, Croatia, Hungary with more than 3.600 kilometres of routes.** The trail will play an important role in both the symbolism of Cyril and Methodius and as a challenge to explore and learn more about the cultures of Central Europe (from the perspective of eastern countries) and eastern countries from the perspective of other European nations

The route starts in Istanbul (Turkey) and follows two possible directions most likely used by the two brothers to travel to Great Moravia. The first option follows the ancient Roman road Via Egnatia from Istanbul via Thessaloniki (Greece) and then through the Candaviae mountains, and around Lake Ohrid (Macedonia – FYROM) to Durrës (modern-day Albania) on the Adriatic coast. Then by boat to Aquileia (Italy) or Venice (Italy) where the brothers probably continued their journey on the Amber Road to Moravia. The second option (inland) uses mainly the ancient Roman road Via Militaris connecting Istanbul via Sofia (Bulgaria) and Belgrade (Serbia) with the Adriatic Sea. After reaching Belgrade and Sirmium, modern-day Sremska Metrovica in Serbia (Methodius was an archbishop serving in Sirmium), there are two optional directions of the route. The first option connects Sirmium to the eastern Hungarian branch in the direction to Budapest, and the second goes towards Blatengrad (modern-day Zalavár in Hungary) where Cyril and in particular Methodius resided for some time.



Currently, there are identified total of 53 project ideas related to the development of the ECRM, respectively the Cyril and Methodius Pilgrimage Route. These project ideas are divided into 5 categories.

- **Implementation of routes and creation of products.** These projects ideas are connected with preparation and implementation of a network of pilgrimage routes and creation of products with estimated financial costs of 5 million Euros. There have been recognize following sources of funding: EUROPE INTERREG INTERREG CENTRAL EUROPE / DANUBE, Cross-border cooperation SVK-CZ, Integrated Regional Operational Programme.
- **Renovation and expansion of cultural heritage and tourist attractions.** These projects ideas are connected with construction and reconstruction of cultural monuments, technical monuments and technological attractions with estimated financial costs of 10 million Euros. There have been recognized following sources of funding: Leader and Integrated Regional Operational Programme.
- **Tourist infrastructure.** These project ideas are connected with modernization or new construction of related infrastructure and ancillary services, primarily used for tourism with estimated financial costs of 3 million Euros. There have been recognized following sources of funding: Cross-border cooperation SVK-CZ, Integrated Regional Operational Programme.



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- **Transport infrastructure.** These project ideas are connected with reconstruction and upgrading of sections of roads, local roads, cycle paths and parking areas with estimated financial costs of 5 million Euros. There have been recognized following sources of funding: Cross-border cooperation SVK-CZ, Integrated Regional Operational Programme.
- **Education and marketing.** These project ideas are connected with a comprehensive and unified marketing of Cyril and Methodius Route and educational activities leading to the development of the Route with estimated financial costs of 2.5 million Euros. There have been recognized following sources of funding: CREATIVE EUROPE, European Commission Programmes, Integrated Regional Operational Programme.

### 3.4. Marketing

The management of the European Cultural Route of Saints Cyril and Methodius has prepared a marketing management strategy that is the starting point for all marketing activities associated with the route. The strategy covers research outputs, objectives, competitive advantages, and so on. Its basic processes include segmentation, targeting, and product positioning. The marketing management strategy is applied using a range of standard tools.

## 4. Transfer of Experience

European Cultural Route of Saints Cyril and Methodius is a new cultural route with the ambition to apply for certification of the routes within the programme "Cultural Routes of the Council of Europe." Partnership in the project CERTESS allowing to Zlín region gain experience in management, coordination and development of European cultural routes. During the project has been collected a total of 41 good practices and 83 government instruments of cultural trails that were during the process of preparing the Implementation Plan ECRCM analyzed and selected those, which are applicable to the conditions of ECRCM. For the development of the implementation plan EKSCM were used following good practices, respectively government instruments from the database of the project CERTESS:

Title	Partner	Type	Description
Transfomanica Sales Manual	LP	GI	How to provide useful information/contact addresses with regard to tour proposals, thematic trips, service providers available by a Route
Rules on Hostel Use	LP	GI	Presentation of regulations concerning the use of hostels along the Caminos de Santiago
Cammini d'Europa Branding	LP	GP	Route enterprise accreditation system in Italy (Form in English. Annex in Italian)
Impact of European Cultural Routes on SME's innovation and competitiveness	LP	OT	Study financed under the Competitiveness and Innovation Framework Programme (CIP) to provide insights into effects produced by transnational CR
CrossCulTure	LP	GP	A cooperation project led by Transromanica with 9 partners, funded by the Central Europe Programme
Via Francigena Lazio	P02	GP	Presentation of infrastructure and other rehabilitation and information activities regarding the Francigena Route in Lazio region



Quality Manual	P02	GI	Tools for an Area Image Coordinated Design
Amerina Route Area Operational Plan	P02	GI	Operational plan for the Integrated Planning Area associated to Amerina route.
Vademecum for formulation & submission of Area Operational Plans	P02	GI	A set of methodological guidelines to prepare Area Operational Plans as per regional programming strategy in Lazio (Italy).
Heritage Alive!	P04	GP	Promotion of the economic and cultural value of heritage sites with innovative digital media and technologies
"European Cultural Routes". A Practical Guide	P04	GI	Provides guidelines on how to establish and launch a European Cultural Route.
"Landscape of Felanitx" Action Plan	P05	GI	Action plan for designing and implementing the "Landscapes of Felanitx" network of cultural itineraries (Annex both in English and Spanish)

Legend : GP – Good Practice; GI – Governance Instrument; OT – Other documents.

Individual partners have provided a brief description of each document in the English and the full document was attached in Annex. Good practices and government instruments of partner P02 were provided to the project CERTESS in Italian language. These documents were used for the application in the implementation plan EKCM translated into Czech.

## 5. Improvement of the regional policy

Cultural routes are a means of improving quality of life and an instrument of economic, social and cultural development by using historical and cultural resources that exist along the route. When properly managed, cultural routes can be a driving force enabling the increase of competitiveness and attractiveness of cities and regions through which such routes run. The concept of cultural routes contributes to greater diversity of the offer of European tourism. It is a reaction to the growing demand amongst tourists for discovering new destinations and cultures of other nations. Cultural routes are developing into a complex ensemble of services, from which citizens and entrepreneurs both benefit. They contribute to decreasing the high concentration of tourists in the most attractive areas, to better handling the seasonal nature of tourism thanks to a new travel model, and strengthening European citizenship through discovery of our common heritage. Zlín Region considers tourism as one of the priorities of its development based on core policy documents: "Development Strategy of the Zlín Region 2009 - 2020", "Development Programme of the Zlín Region 2013 - 2016" and "Program of tourism development in Zlín region". For the Zlín Region, with its over thousand-year history of Christianity, a large concentration of sacral monuments from the first Slavic missionaries to recent ones, a strong religious tradition, strong bonds of its citizens towards religion and important places of pilgrimage, religious tourism holds fantastic potential. In terms of regional development, Cultural routes represent opportunities for the local population in entrepreneurship, support of investments and development of infrastructure and human resources, development of services, which can also be used by local citizens, higher revenue resulting from the higher concentration of tourists, job creation and in increasing employment.

Within the actualization of above policy documents of the Zlín region, it has been taken into account the contribution of cultural routes for the Region and these documents were supplemented by measures



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related to the development of cultural routes in the Zlín Region. The Council of the Zlín Region approved on 25<sup>th</sup> June 2012 by resolution 0572/R16/12 ideological intention of the project EKSCM, which goal is to use the reference of the holy brothers and a network of regions, cities, educational and research institutions, linking to historically significant places of pilgrimage and using common cultural heritage to enhance the competitiveness and attractiveness of the region.

Zlín Region used the project CERTESS to develop three fundamental strategic documents aimed at developing ECRCM in order to kick off the Route leading to its certification under the programme "Cultural Routes of the Council of Europe." These are the following documents: "Strategy for the fulfillment of the five areas of ideological intent EKSCM", "Product strategy of Cyril and Methodius Route" and "The Implementation Plan EKSCM".

For the purpose of fulfilling the ideological intent EKSCM and the above documents was established the Association EKSCM on August 30, 2013 by Zlín Region and East Moravian Tourist Authority. When setting the functioning of the association were used government instruments collected under the project CERTESS within the establishment of cultural route networks.

## 6. Durability of the project and its results

During the implementation of the project CERTESS Zlín Region, as a novice in this field, gained valuable experience with the implementation of cultural routes from experienced partners. This experience will no doubt be used to achieve certification EKSCM under the programme "Cultural Routes of the Council of Europe" and to join the group of 26 routes certified in Europe. Zlín Region, together with East Moravian Tourist Authority, founded the Association EKSCM, which will fulfill the strategic documents of the ECRCM implemented within the project CERTESS, namely "strategy for achieving the objectives of the ideological intent EKSCM", "Implementation Plan EKSCM" and "Product Strategy of Cyril and Methodius Route." The aim of the Zlín Region to share with partners of upcoming projects, as well as any other potential partners of the Association EKSCM, the methodology utilized in the project CERTESS for formulation Route Implementation Plan and a database of good practices and management tools collected by CERTESS project partners.

Implementation Plan EKSCM identifies projects focused on development of Cyril and Methodius Trails in the medium term, which are the key initial step in the planning process of the implementation plan. For accelerating Cyril and Methodius trails there are following key projects of transnational cooperation, which will build on the outputs and outcomes of the project CERTESS. East Moravian Tourist Authority submitted into the European Commission Call no. 127-G-ENT-PPA-14-7722 titled "Transnational Cultural Tourism Products and Tourism and accessibility for all" project application ECROCYM European Cultural Routes of Saints Cyril and Methodius, which goal is to create a local and transnational itineraries "Walking in the footsteps of saints Cyril and Methodius" and significantly contribute to the expansion of the international network of partners. Association ECRCM is preparing project idea "ECRCM, feasibility study" in to the programme INTERREG EUROPE, which is aimed at creating a feasibility study for ECRCM, which will comprehensively and coherently describe the economic and technical viability of cultural routes in terms of diversification into individual spinal trails Velehrad - Rome - Thessaloniki.

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## 7. Involvement of the neighbouring regions

Zlín Region implemented number of tourism activities within the project of 4 Moravian regions (South Moravia, Olomouc and Moravian-Silesian Region) every year. These Moravian Region as well as the neighboring Slovak regions (Žilina, Trenčín and Trnava Region) are familiar with the project EKSCM and are interested in working on the development of the cultural route and proceed to the association EKSCM. Currently, they do the mandatory steps for accession to the association EKSCM.

Zlín region implemented among years 2013 and 2014 project "European cultural Route of Saints. Cyril and Methodius, extension of routes, "which aimed at extension of the existing Cyril and Methodius pilgrimage trail Olomouc Region and Zlín Region to the next trail in the South Moravian Region and the Trnava Region. This Cyrilometodějská pilgrimage trail is the basis for the creation of itineraries and tourism products, which without the involvement of the above-mentioned regions would not be possible.

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## Partner 10 - Ministry of Culture (Luxembourg)

### Thermal towns network



#### 1. Theme and location

- The European Historic Thermal Towns Association (EHTTA) runs the “Route of Historic Thermal Towns”, one of the prestigious Cultural Routes of the Council of Europe. Every spa town in the network has something special – a source, even several sources, of thermal mineral water, around which a town or city has grown up. Spa towns have traditionally responded in a practical way to the needs of pilgrims, visitors, and citizens by providing the facilities in which to take the cure: the built fabric, the urban form, including parks and countryside, and places to stay. This has given them a magnificent built heritage which tourists still flock to see, and an enduring attitude of hospitality and openness, as well as sustainable development. Finally they furnish visitors with all the cultural activities that are necessary to enrich the mind and the soul. This happens through provision of the buildings in which to carry out these activities (theatres, pump rooms, assembly rooms, casinos, libraries and reading rooms, concert halls, opera houses, hospitals, places of worship, universities), but also in programmes of events and festivals that are an integral part of spa town life today.

In the 18th Century, Spa in Belgium became known as the “Café of Europe”. Intellectuals, artists, musicians, writers, politicians, nobility and aristocracy, scientists and philosophers from near and far gathered at the



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many pump houses to debate the issues of the day. They were required to operate under strict rules of peaceful and polite conduct. This new type of society and dialogue, which gave rise to a particular type of urban form and architecture, even based on utopia and avant-gardes was replicated in spa towns all over Europe and especially in the countries and territories part of the Greater Region. As the spa towns developed through the 18th and 19th centuries, particularly with the arrival of the railway network across Europe, it became easier to follow the celebrities of the day to spa towns, giving rise to early forms tourism in Europe as well as modern communication through gazetteers, magazines, list of celebrities etc. Based on these historical facts and specific features and due to the involvement of at least Spa in Belgium Wallonia, Vice-President of EHTTA, Vittel in French Lorraine, as recent member, Mondorf-les-Bains in the Grand-Duchy of Luxembourg as future member and good contacts with a network of German cities competing as “Great Spas of Europe” to be registered on the World Heritage List, among which Bad Ems, in Rhineland-Palatinate (city linked to the meetings of German and Russian emperors), a Greater Region’s Thermal Town Sub-Network is under preparation.

## 2. Promoters and Stakeholders

EHTTA was launched in Brussels in 2009, gathering together 30 thermal towns and three associates. Its seat is settled in Spa. Each city is directly represented by the members of the municipality in charge of urbanism, heritage, tourism and / or thermalism working in close connection with the main stakeholders: tourist offices, hotels and restaurant’s organizations representatives, tour operators in the receptive sector, as well as - if they are not directly public owned - casinos, cultural centres, festivals companies or associations. Agreements with the central ministers in charge of the sector, the central administrations for territory planning, regions and districts administrations are a key issue for the implementation and management of the new policies and trends linking health, wellness and tourism strategies. Close contacts with national associations of national thermal cities (Fédération Thermale Belge, Association Thermale et Climatique Française...) have also been established. This strategy of cross marketing which is subject to the wording of a common EHTTA transnational Master Plan that will be adopted in Bath General Assembly on March 2015, will be of course implemented for the Greater Region which is by nature based on this kind of transnational multi-sector cooperation scheme.

## 3. Points of interest

In a certain way, the main offer for tourists is based on “Heritage of tourism” enhancing the importance for spa travellers of the past of the great “Palaces”, the Cure / Kur establishments and Kurparks, the natural environment in which the sources were discovered and managed:

- Magnificent spa facilities from the XVIIth to the XXth century (Amboise and Pierre Bouloumié as well as Charles Garnier in Vittel, Art Nouveau influences in Spa and Vittel...) and private villas.
- Innovative landscape architecture: designs of Edouard André in Mondorf or the “Promenades de quatre heures et de sept heures” in Spa.
- Specialised museums on thermalism (Vittel), on gifts (jolités of Spa) on washing activities (Spa), aeronautic (Mondorf).

The second important sector concerns the rich and well protected natural environment of the therapeutic landscapes: Trails linking the urban and the natural environment (Hautes Fagnes in Spa, Forests around Vittel, bicycle trails in the Nassau nature reserve close to Bad Ems and trekking proposals along the river Lahn, transborder walking trail around Mondorf).



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And the third one is linked to great Festivals and sport events (Horse races in Vittel, Spa-Francorchamps car races and Francofolies in Spa, as a few examples).

#### 4. Future activities

The key idea of the project in general that will be adapted to the context of the Greater Region is to provide a map and a pass in order to propose to the tourist to make his or her own travel on the basis of dynamic packages. This original idea, transnational, innovative and sustainable will offer new proposals each year, based on original themes: great personalities of the past in the Spa Grand Tour, Spa Towns and their key role during the two World Wars, Spa Towns in their therapeutic Landscape environment, sport competitions and races in Spa Towns, music festivals in Spa towns, the Art Nouveau and Art Deco periods in Spa Towns.

To increase the interest of these packages, a series of agreements will be prepared with other routes represented in the Greater Region and which are awarded by the Council of Europe: the Art Nouveau Route, the Pilgrim's Route and Saint Martin's Route, the Jewish Heritage, the fortifications, the Cistercian abbeys as well as sites which are registered on the World Heritage List, or on the European Heritage Label, or with other cultural routes in Luxembourg and the Greater Region: migrations heritage, industrial heritage, parks and gardens, Iter Vitis (vineyards route), rural architecture, festival and traditions, glass and crystal manufactures, etc.





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## Partner 11 - Sibiu County Tourism Association (Romania)

### Transhumance Route





## 1. IMPLEMENTATION STRATEGY FOR THE TRANSHUMANCE ROUTE

The European Union has recognised transhumance in 1997; the European Transhumance Charter was signed at Cuenca, Spain on 31 October 1997 by the representatives of Spain, Portugal, France, Romania, and Germany. The precedent was set by the signing of a series of other inter-state conventions on a global scale.

In this context of a specific transhumance landscape both on a European and on a national scale, the project of a Cultural Transhumance Route is both necessary and timely; one should bear in mind the statement of the EU representative in Romania, Giorgio Ficarelli: *“Nowhere in Europe is transhumance forbidden, so it is not forbidden in Romania either (...) on the contrary, it is a recommended green practice because it brings advantages to the fields crossed by the flocks.”* He also stated that *“transhumance must be organised in order to be able to get the animals across the private property zones (...) which must be identified in accordance with the EU regulations.”*



## 2. JUSTIFICATION and LOCALIZATION

### 2.1. The theme of the cultural route. Historic and cultural context

#### ***Institutional context***

The concept of cultural itineraries contributes to the diversification of the European tourism offers and responds to the growing demand from tourists to discover new destinations and cultures. Europe - the first destination of international tourism has had in 2013 a number of 563.5 million visitors. The European Cultural Itineraries are a truly authentic pan European tourism product which takes the tourism in a trip respectful of the fundamental European principles: human rights, cultural democracy, cultural diversity, identity, dialogue and mutual exchanges. They wish to reduce some of the pressure put by tourism on





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certain destinations and on the seasonal tourism and propose a new tourism model, strengthening EU citizenship through the discovery of our common heritage.

### ***The European historical and cultural context***

In its widest meaning, transhumance is defined as a form of shepherding which includes the seasonal travelling of flocks between mountains and plains; this refers to the movement of flocks which use annually, alternatively and seasonally two grazing areas separated by a region which must be crossed.

Millenary transhumance was tied to the great alpine mountain chains, the so-called “roof of Europe”. Although the European rural space has lost its initial characteristics, all big European mountain chains - the Alps, the Apennines (Italy’s backbone), the Pyrenees (on the border between Spain and France), the Carpathians, the Balkans and the Rhodopes have been and still are familiar to shepherding.

The Carpathians, the most populated mountains of Europe, keep the ancient name of the Dacian tribe of the Carps (Karpathos-Horos); the Carps lived in Moldova (on the slopes of the Eastern Carpathians) and their name probably comes from the Indo-European word for rock.

We do not have a contemporary map of Europe’s transhumance routes; there have been, however, some scattered attempts to redraw these routes. Shepherding has lived on, but a series of traditions and customs related to its practice have been lost; in many countries it is deprived of contents and has remained an occupation like any other in the catalogue of occupations.

Some European countries where transhumance is still practiced are: **Scotland, Ireland, Scandinavia, Spain, France, Italy, Switzerland, Greece, Bulgaria, Macedonia, Bulgaria, and Romania.**

Given the worldwide economic globalisation which has also reached the agricultural sector, the last decades have seen the redesign of terms like sedentarity, nomadism, transhumance and we have witnessed constant debates on the changes supported by the old geographic, historic or economic landmarks.

### ***The national historical and cultural context***

*„They used to go up the mountain on St. Gheorghe and get down on St. Dumitru”*

Shepherding has been and still is a basic occupation of the Romanian people and one of the oldest in the world. All of Romania’s museums and ethnographic collections keep a long series of archaeological documents and works from various authors revealing the historical character of this occupation which has been, throughout the ages, an integral part of the economic life of the Dacians, Daco-Romans and then Romanians. Historical studies have proven that there are close links between the main components of a people’s economy; these occupations form an organic whole and cannot be studied separately.

The routes of the shepherds are still known by today’s shepherds:

- The shepherds from Țara Bârsei and the land of Făgăraș would cross to Wallachia through the gate of Bran and the Câmpulung Depression and most of them would go to **Gura Ialomiței**;
- The shepherds from Mărginime preferred the old route of the Olt which used to connect Transylvania to Wallachia from the dawn of times.

The old passes and paths which brought the Transylvanian shepherds with their flocks in Wallachia may be seen as genuine tourist tracks, with just as many stories and events to accompany the hikers. Throughout history transhumance has been one of the most important occupations for all the Romanian states; it has influenced Romanians’ clothes, speech and generally all their secular customs and traditions.

Transhumance - an economically efficient extensive production system is still practiced by shepherds with large sheep flocks. Within the context of the social and agricultural evolutions of the 21<sup>st</sup> century,



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transhumance is continuously declining and is now being practiced only by shepherds from a few counties. Romania has adhered to and signed all the listed Conventions and is on its way to implementing the enforcement methodologies for these community provisions.

There are genuine pastoral communities recognised both due to their ancientness and to the fame they won in time. They may be classified in several groups, depending on their originating region:

The large communities of mountain shepherds from Transylvania, which may be divided into:

- Locals from Mărginimea Sibiului
- Mountain shepherds from the region of Săcele – Țara Bârsei, also called *Bârsani*

Small groups:

- The mountain shepherds community from the Arieș valley, between the village of Bistra – almost to Cheile Turzii („Țara Moșilor”), breeders of large cattle
- The mountain shepherds community from Ampoi-Intregalde (county of Alba)
- The mountain shepherds community from Sieu-Monor (county of Bistrița-Năsăud)

Although there were other smaller groups, they may be included in this category which brings together all communities which practiced transhumance.

Romania's Cultural Transhumance Route proposes a second national level uniting thematic cultural/tourist objectives from several regions, which are representative for a cultural itinerary:

- Transylvania (with the counties of Sibiu, Brașov, Alba, Mureș, Hunedoara) united by this route with the regions of Banat (counties of Caraș – Severin, Timiș, Arad) and of Crișana (county of Bihor and part of the counties from the Apuseni Mountains);
- Oltenia (with the counties of Vâlcea, Argeș, Gorj, Mehedinți, Dolj);
- Muntenia (with the counties of Teleorman, Dâmbovița, Prahova, Ilfov, Giurgiu, Ialomița, Brăila, Galați);
- Dobruja (with the counties of Constanța, Tulcea).

### ***Mărginimea Sibiului – a representative ancestral pastoral region***

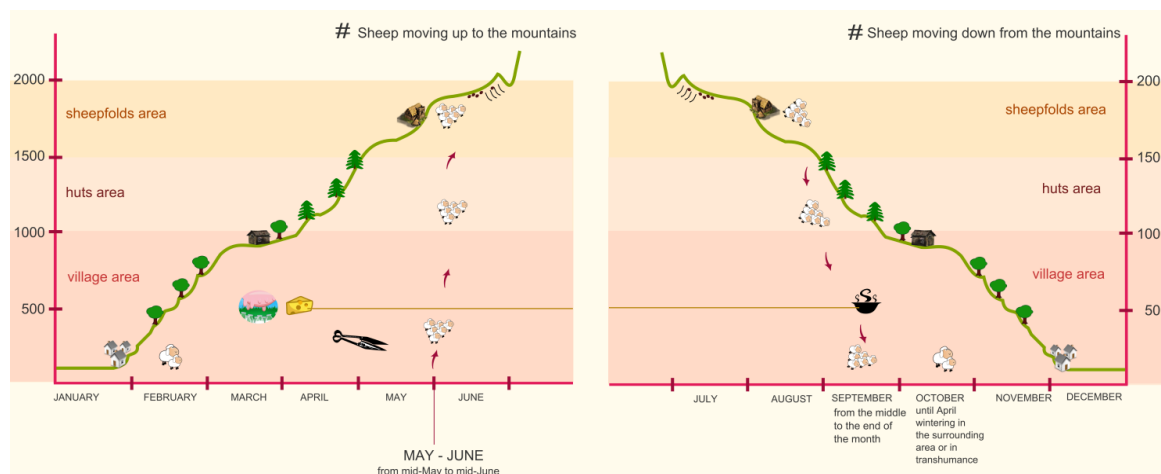
The region called „Mărginime” is located in the south of Transylvania at the foothills of the Sibiu Mountains and is made up of the administrative-territorial units of Boița, Tălmăciu (Tălmăcel), Sadu, Rîu Sadului, Rășinari, Poplaca, Gura Râului, Orlat, Cristian, Săliște (Sibiel, Vale, Galeș), Tilișca (Rod), Poiana Sibiului and Jina. The region covers a surface of around 1200 de km<sup>2</sup>.

Mărginimea comprises a row of villages inhabited since the dawn of time by Romanians whose whole meaning of life was linked to the breeding of animals, especially sheep. Along the centuries, the *Mărgineni* have proven steadfast, but also flexible: they have faced obstacles and risks without holding back and have never hesitated in front of difficulties or efforts. Together with the *Tuțuieni* (the *Mărgineni* from Moldova) and the *Ungureni* (the *Mărgineni* from Wallachia), the *Mărgineni* from Sibiu have wandered the paths of their sheep looking for pastures and shown the outmost mobility in their travels to the Danube and beyond to Constantinople and the Adriatic, to Tisa and beyond all the way to Poland and to the Caucasus to the east; this proves tenacity and thirst for knowledge, a peculiarity of these places.

The pastoral space of Mărginimea Sibiului includes both the centre and the borders of the villages, but also the hay meadows with their shelters and huts, the mountains and the infrastructure needed for the movement of the flocks. Therefore, the area favourable to the extension of the hay meadows and thus to the practice of shepherding was made up of „the mountains of Sadu (Prejba, Vârful Mare, Negovanul, Conțiu Mare, Șteflești-Cristești), the mountains of Rășinari (Dealul Plaiului Ghiham, Tomnaticu, Oncești, Bătrâna, Beșinău, Rozdești, Niculești, Șerbănei-Cânaia, Cindrel with its row lining from Rășinari to Păltiniș



amongst which Strâmbu, Lungu, Dădârlat, Bobeș, Vălare, Șanta), the mountains of Orlat, Gura Râului and Săliște etc.”



Graphic representation “Taking the sheep up and down the mountain in the Mărginimea Sibiului region”

Economically, the *Mărgineni* relied on their mountains and waters with two recognised sources of prosperity: the complex hydraulic installations mounted along the main tributaries of the Cibin river and the high mountain glades with their pastures and hay meadows, recognised as the most densely populated of the entire Southern Carpathian chain. In fact, the entire traditional life of the brave *Mărgineni* was structured around this oscillation between the village and their mountain sheepfolds.

## 2.2. Accessibility

Mărginimea Sibiului has a significant location advantage - it is located in the centre of Romania, close to the urban centre of the city of Sibiu, with access to the country's most circulated transport corridors. The region is crossed by two trans-mountainous routes - the Oltului valley and the King's Road - Transalpina which strengthen not only its accessibility, but also its attractiveness. The Sibiu International Airport serves Mărginimea Sibiului and its proximity is a development factor for the region. The Airport ensures direct connections with Germany, Austria and the United Kingdom.



### 3. DEVELOPMENT OF THE TRANSHUMANCE ROUTE IN MĂRGINIMEA SIBIULUI

#### 3.1. The route

##### Land zoning

The geographical space covered by the Transhumance Route shall extend to the development zone of the villages and to the mountain area - Cindrel and Lotrului Mountains. Given the specificity of the territory and the need to develop various types of services, the Transhumance Route may be approached via 3 distinct areas, positioned vertically:

##### **Area 1 – The row of villages connected by roads, especially the „Mărginime Road”**

The area has the following particularities:

- It is the gate for the road and rail access of visitors;
- It holds and has the capacity to develop a complete tourist infrastructure on the short-term (e.g. accommodation, restauration, tourist information, guides, outdoor activities, cultural objectives, events etc.) taking over a large number of visitors;
- It shall be very little affected by seasonality and the duration of a stay may vary between 2 and 7 days.

##### **Area 2 Accessible mountain area – part of the Frumoasa NATURA 2000 Site – the Lower Border**

The area has the following particularities:

- it is relatively easily accessible and it may enrich the offer for tourists from area 1;
- on the short and medium term it may develop a specific, carefully controlled tourist infrastructure to promote the authentic activities of mountain shepherding (for instance accommodation in sheepfolds / huts, culinary experiences, specialised guides, outdoor activities, small events and so on) taking over a controlled number of tourists from area 1;
- it is affected by the specific shepherding season (April - October) and the duration of activities will be of ½ day up to maximum 3 days.



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The area has the following particularities:

- it is relatively easily accessible for motor vehicle owners in summer, but difficult to access in winter;
- on the long term it may develop a specific, carefully controlled tourist infrastructure to promote the authentic activities of mountain shepherding (for instance accommodation in sheepfolds / huts, culinary experiences, specialised guides, outdoor activities and so on) for a limited number of tourists;
- it is affected by the specific shepherding season (May - September) and the duration of activities will be of 1 to 3 days.

All the three areas need an integrated, closely monitored development in order to respect the abovementioned particularities. The identification of the development needs must be realised in close collaboration with the local communities, local administrations, the administration of the Frumoasa Natura 2000 Site and the tourism agencies willing to invest in future programs in the area.

### **3.2. Identification of locations for the placement of information panels, pit stops and info points**

**The spaces for the placement of information panels are proposed in locations which have been selected based on certain criteria:**

- a. Number of tourists, based on the analysis of the tourist flow;
- b. The relation between the public space and the thematic path of the Transhumance Route (historical and current);
- c. The accommodation and services infrastructure which exists in the proposed public space.

#### **Necessary facilities, signage**

The safe use of the route is guaranteed by its continuous and accurate signage, which should be harmoniously integrated in the landscape and by the provision of relevant, legible information. The proposed signage system comprises four types of structures:

- 1. Information panels**
  - Totems
  - Members identification panels
  - Info panels
  - Interactive panels
- 2. Orientation / indication panels**
- 3. Pit stops and info points**
  - Sheepfolds
  - Cocoon-type pit stops
- 4. Pit stops specific to shepherding and transhumance**
  - Shepherds' huts
  - Unconventional spaces

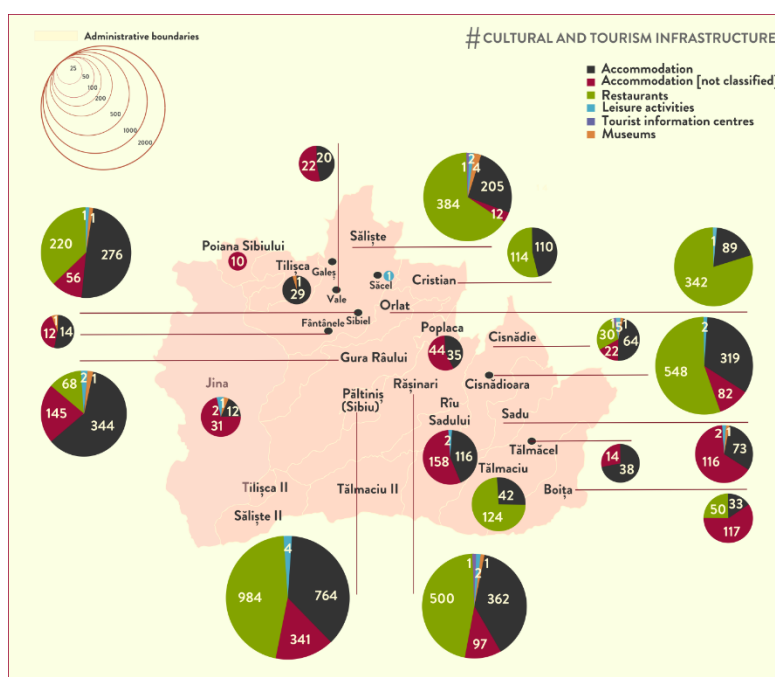
### **3.3. Tourist services**

With a total accommodation capacity of 2945 places in 161 structures, Mărginimea Sibiului is the micro-region with the largest number of accommodation facilities from the county of Sibiu (27%), coming right after the city of Sibiu (39%) distributed on the entire territory. Besides the 161 accommodation structures, there are other 76 structures with a total capacity of 1279 places without a labelling certificate. Most



unlabelled structures are in Păltiniș, Gura Râului, Boița/Lotrioara, Sadu, Rîu Sadului. The accommodation and restauration infrastructure is completed by 551 places in 5 youth entertainment centres located in Cîsnădioara, Săliște, Rîu Sadului and Păltiniș (2). The mountain area has a network of 12 chalets and forestry cabins with a total capacity of 123 places and 3 refuges with a total capacity of 42 places (Măgura - 1300 m, Rosengarten – 950 m, lezelele Cindrelului – 1763 m).

The region also boasts 28 public restauration structures with a total capacity of 3364 seats, most of them in the Păltiniș resort (29%), in Cîsnădioara (16%), Rășinari (15%), Săliște (11%), Sibiel (7%), Tălmăciu (4%), Cristian (3%). The predominant comfort category is of 2\* (57% of the structures) and 3\* (36% of the structures).



Map: The cultural-tourist infrastructure per locality.

### Quality criteria

An extremely important chapter for the proper positioning of the Transhumance Route amongst the multitude of destination, cultural and tourist products, itineraries and cultural routes is QUALITY.

Our CERTESS project database provides a series of quality handbooks which may be transferred to our Transhumance Route:

- ✓ The Quality tester for culture sites and tourism companies, (Finland);
- ✓ Certification of services in restaurants using local produce and operating in a network („Karelia à la carte”, <http://www.kareliaalacarte.fi/en>, Finland);
- ✓ Certification of hiking trails („Quality trail evaluation system”, Germany).

At a European level, they have established principles and instruments to contribute to increasing the competitiveness of European destinations, to promoting quality services and to strengthening consumer confidence.





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- ✓ The European Tourism Indicator System, 2014, European Commission, [http://ec.europa.eu/enterprise/sectors/tourism/sustainable-tourism/indicators/index\\_en.htm](http://ec.europa.eu/enterprise/sectors/tourism/sustainable-tourism/indicators/index_en.htm)
- ✓ Tourism quality principles (2014, European Commission, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2014:0085:FIN:EN:PDF>)

**An important objective of the route is to develop a form of tourism which respects the cultural and natural values of local communities and strengthens them through local resources-based economic growth.**

This purpose may be achieved through the implementation of an integrated quality system which takes into account and generates benefices both for tourist operators and for tourists, locals and the environment (natural, cultural, human resources).

From an operational perspective, the aim is to get two certificates which imply the fulfilment of a complex set of quality criteria:

1. Certificate of ecotourism destination from the National Tourism Authority until 2016.
2. Certificate of European Cultural Route from the Council of Europe until 2020.

### Visual identity

The unitary visual identity is an important aspect for the good positioning of the route at local level - the members' feeling of ownership - and outside, by communicating a strong, coherent and recognisable image.



### Quality certificates for members

Tourist guest houses and sheepfolds, craftsmen and merchants providing services and products in the region of Mărginime at certain quality standards may become members of the Transhumance Route. As members they will be promoted by the Route operators and customers' and tourism operators' will trust their produce and services.

### Promotional materials

All products with the image of the Transhumance Route will be made in the region of Mărginime, from locally available materials, by local producers, preferably by hand. It is recommended to set up a collaboration platform between local craftsmen and designers, maybe also including the clothing and industrial design departments of the faculties, to create modern products based on traditional techniques and materials. This provides a reliable future perspective for local craftsmen who could diversify and upgrade their offer beyond the authentic traditional products, while keeping the essence of their cultural identity.



### 3.4. Points of interest

The Transhumance Route shall be a structured tourism offer from three perspectives:

- #. *Shepherding and the cultural architectural and intangible heritage;*
- #. *Shepherding and the natural landscape;*
- #. *Oscillating shepherding and gastronomy.*

### ANALYSIS OF THE TOURISM OFFER

The diversity of the cultural and natural heritage, the well-developed general and tourism infrastructure, the entrepreneurial dynamics of the locals are the main factors having triggered the diversified forms of tourism presented in the image below.



### Proposal of tourist programs under the umbrella title “A Rural Holiday in the Carpathians - Mărginimea Sibiului”

The scenario of the new concept:

*Promotion starts with the presentation of some very attractive “teasers” aimed at raising interest for the area and creating the story / image of an idyllic life in the countryside on the one hand and on the other hand it urges you to pay a visit to the region through these programs. It goes on with the offers which provide the longest stays and the most comfortable living conditions for these experiences. The next offers provide shorter stays but the sophistication of the packages increases proportionately with the price. The first offers target a wide public category which is then gradually restricted.*

The proposed offer categories are:

1. **Top 5 Unique experiences – Local services catalogue – ½ - 1 day –maximum attraction**
2. **Active relaxation in Cindrel - A stay in beautiful houses – 7 days / low price, simple tourist package**
3. **The Stories Orchard - Family ecotourism 3-4 days / average price, average degree of added value**



**4. Exclusively in Mărginime - Theme weekends –2 days / high price, sophisticated tourism package, exclusive.**



#### **4. Activity plan for the period 2015-2020**

The research carried out in Mărginimea Sibiului has led to a **synthesis of the needs** of the TR:

- A. **Proper** tourist-related **knowledge** among shepherds / sheep owners / animal breeder associations / local public administration;
- B. **Counselling and consultancy services** for tourism and the conservation of the cultural heritage; such services should be of adequate quality as to allow access to non-reimbursable European funds;
- C. **Rejuvenation of the generations of sheep owners** / animal breeders from the mountain area;
- D. **Rejuvenation of the generations of craftsmen** and folk artists working with wood / fabrics / food / other materials for the valorisation of the local resources;
- E. **Modernisation and development of the** basic infrastructure **facilities** and of the local tourist services in the mountain area, through the promotion of the points of interest on the TR;
- F. **Setting up and strengthening** a functional tourist rural development network with access to the modern ITC infrastructure;
- G. **Maintenance of the environmental-friendly practices** and of the biologic diversity by encouraging a responsible form of tourism for the sustainable development of Mărginimea Sibiului;
- H. **Registration of transhumance** - as an ancestral traditional practice which includes traditions, oral expressions, social practices, rituals and festive events, knowledge and practices about the nature and the universe, techniques of traditional crafts - on the UNESCO List of the Intangible Cultural Heritage of Humanity ; the setting up of a Museum of Transhumance in Mărginimea Sibiului.
- I. **Adaptation of the documentary and cultural research activities** to encourage tourist activities in Mărginimea Sibiului and especially on the TR, by involving the cultural and rural development institutions;
- J. **Strengthening the cultural identity of the land and of the products derived from traditional and authentic shepherding** as image vectors of the TR;
- K. **Structuring the products depending on their target markets, communication and marketing.**

Between 1990 and 2014 the local communities from Mărginimea Sibiului, have implemented a series of projects in the field of city infrastructure, proving their skills in this area; in parallel, the cultural and tourist infrastructure has gone through a process of physical and moral degradation; the traditional settlements

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and the heritage of historical monuments need investments in conservation and restoration for the purpose of social and economic development. Tourism may be a catalyst for:

- The education and the improvement of the cultural level of the actors from the field of traditional shepherding for them to preserve and strengthen the shepherding-related mountain ecosystems;
- The innovative tourism marketing activities will ensure jobs and new income sources by increasing the added value of the local products for the local actors of the TR;
- The preservation and conservation of the local heritage may have a positive impact on the feeling of dignity and pride of the communities from Mărginimea Sibiului;
- The innovative increase of the attractiveness of Mărginimea Sibiului with direct consequences on:
  - The strengthening of the image of Mărginime and of the TR as a tourist destination;
  - The increased identification of the young generations with the rural space;
  - The growing desire of the young generation to remain in / return to Mărginime which reduces the phenomenon of migration to urban destinations;

The Transhumance Route will be implemented through 7 activity packages (AP):

- ◆ AP 1 > Route management and coordination of the local network [certification and monitoring system, networking activities]
- ◆ AP 2 > Development of the public infrastructure [information infrastructure, pit stops and signage]
- ◆ AP 3 > Rehabilitation and promotion of the pastoral heritage [historical transhumance routes, sheepfolds, theme museums]
- ◆ AP 4 > The services and tourist products infrastructure
- ◆ AP 5 > Branding and marketing
- ◆ AP 6 > Research and training
- ◆ AP 7 > Cooperation [European network of transhumance routes]

Upon the implementation of the activity packages we will take into consideration the consultation of the online database of good practices documented by the 11 partners of the CERTESS project .

### CENTRALISED BUDGET FOR EACH ACTIVITY PACKAGE AND PER YEARS

							Currency	EUR
No.	Activity package	2015	2016	2017	2018	2019	2020	Total / PA
1	PA 1 > ROUTE MANAGEMENT AND COORDINATION OF THE LOCAL NETWORK	40000	40000	40000	40000	40000	40000	240000
2	PA II > DEVELOPMENT OF PUBLIC INFRASTRUCTURE	15000	30000	50000	200000	100000	50000	445000
3	PA 3 > CONSERVATION, REHABILITATION AND PROMOTION OF THE PASTORAL HERITAGE	5000	50000	100000	100000	150000	150000	555000
4	PA 4 > THE SERVICES AND TOURIST PRODUCTS INFRASTRUCTURE	10000	50000	50000	100000	150000	150000	510000
5	PA 5 > BRANDING AND MARKETING	15000	50000	50000	100000	100000	150000	465000
6	PA 6 > RESEARCH AND TRAINING	5000	10000	40000	50000	50000	50000	205000
7	PA 7 > COOPERATION [EUROPEAN NETWORK OF TRANSHUMANCE ROUTES]	3000	5000	10000	10000	15000	15000	58000
<b>Total / year</b>		<b>93000</b>	<b>235000</b>	<b>340000</b>	<b>600000</b>	<b>605000</b>	<b>605000</b>	<b>2478000</b>





## 5. Route management & monitoring

The territory covered by the Transhumance Route has a rather unitary cultural identity, which should constitute an advantage in the local governing and management system. However, when defining this system one must take into account the different dynamics of the areas covered by the route and the constraints imposed by the Council of Europe regarding the certification of the Cultural European Routes.

Bearing in mind this final aspect, the Council of Europe puts a lot of emphasis on the existence and real functioning of each route's specific networks. Therefore, the Transhumance Route must have three clearly defined entities: **The local and regional actors network, The Managing Council, The Scientific Council.**

The Transhumance Route in Mărginimea Sibiului intends to be a project which is:

- Representative,
- A best practice model,
- Of national and European dimension,
- With common specificity characteristics (authentic places, quality products, authentic and attractive tourist services, dedicated shepherds with a long personal history)
- Able to develop a multiplication ability and to ensure its multi-annual maintenance etc.

It is necessary and timely to draw up a county/local legal framework for the management of the route in accordance with the guidelines for the development of projects financed from non-reimbursable funds and to draw-up a Memorandum of Association containing the **QUALITY CHARTER OF THE TRANSHUMANCE ROUTE**.

The TR project is an integrated project made up of a multitude of projects which must all have certain common as well as innovative features and which should provide added value to the project as a whole (cultural and natural landscape features, product quality, behaviour etc.).

It is the single way for this project to impose itself nationally and even at European level, so as to become truly representative just as shepherding has been and still is for the Romanian nation.





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## Partner 12 - JAMK University of Applied Sciences (Finland)

### St. Olav's Ways in Finland

#### 1. Pilgrimage

*"The roots of Christian pilgrimage stem from Judaism and the Old Testament. The first Christians were especially familiar with "Holy Journeys" often praised in the Book of Psalms. To them it was perfectly natural to visit the places where their Lord Jesus Christ had lived and preached. Here they would pray and reminisce. The religious people considered the places holy and believed in their miraculous power. In these places, prayers were stronger, one could experience the miracle of healing, and the presence of holiness was easy to experience. Strong emotions and expectations set the right tone for the experience." (Jukka Paarma)*

<http://www.evl.fi/arkkipiispa/Pyhiinvaellus30102003.htm>

*"Pilgrimage in itself is not specifically a Christian phenomenon but part of religion in general. Different religions have holy places where the presence of a God, spirit or unknown forces can be felt more strongly or that uphold the memories of a holy person." (Jukka Paarma)*

*"Tourism is looking for new forms. A pilgrimage could be a multi-day hike that offers a unique physical, mental and spiritual experience. Alongside the physical journey, the person can explore his or her thoughts within. Many need a quiet pause like this to gather their strength – and one could even call it an absolute necessity in the hectic modern life." (Jukka Paarma)*

*According to Panu Pihkala, a pilgrimage makes possible experiencing a connection with the previous generations, the forces of nature, quietness and the circle of life in ways that everyday life does not offer. Tourism and religion are interconnected in many ways. Internationally, their relationship receives more and more attention both in terms of business and academic research. At one end of the spectrum is tourism, which includes religiously interesting features, such as visiting churches. A pilgrim may act like a tourist, and vice versa. Even if the pilgrimage itself is a person's sole motive, he or she will also require tourism services.*

(Panu Pihkala, pastor, researcher at Helsinki University.

Slides for Pilgrimage and Environmental Education, Slideshare <http://www.slideshare.net/panupp>)

#### 2. ST. OLAV

St. Olav was originally known as Olav Haraldsson, who became the King of Norway following the battles in 1016.

(Elina Räsänen, Rezension über: Jyrki Knuutila, Soturi, kuningas, pyhimys. Historiallinen aikakauskirja 2011)

Olav died on 29 July 1030 in the Battle of Stiklestad near modern Trondheim. In the battle, Olav faced pagan peasants, but the underlying cause was the struggle for rule over Norway by two Christian kings, Canute the Great of Denmark and Olav, who was known in Norway as Olav the Fat (in Old Norwegian, the word 'tjock' could also mean *fierce* or *tough*). After Olav's stepbrother Harald Hardrada returned later from the Byzantine Empire and conquered Norway, the Cult of Olav started to develop. (Martti Linna)

<http://narva.sci.fi/kalevanpojat/sources/pyhimyskultti.html>)

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Olav advanced the spread and establishment of Christianity in many ways. Since Olav died in battle against those who opposed the church, he was considered a martyr soon after his death. Olav was honoured as the victor of the battle and Norway's Eternal King. His reputation as a saint was spread throughout Norway in order to reinforce the secular and religious power. By the Pope's unofficial canonisation, Olav gained a saint-like position in the 12<sup>th</sup> century and became Norway's patron saint. However, Olav was not officially declared a saint until 1888.

*(Jyrki Knuutila, Uskonto Ilmiönä, 2011 [www.teologia.fi](http://www.teologia.fi))*

For the Diocese of Turku, Olav was a connection to the Archdiocese of Nidaros (Trondheim) and thereby to the whole of Norway and other Nordic countries. Olav was the oldest and most valued patron saint, who had significance in every Nordic country. The Nidaros Cathedral in Trondheim was the centre of the Cult of Olav, and it is naturally dedicated to St. Olav. There is also a notable Olav's church in Tallinn, which was part of the Dominican Province of Dacia, like Finland. *(Linna)*

<http://narva.sci.fi/kalevanpojat/sources/pyhimyskultti.html>

During his lifetime, the King of Norway Olav II was 'the last person that could be imagined to become a saint'. At the turn of the Viking pagan era and the Christian early middle ages, Olav was first a pirate and mercenary in the naval areas between northern Russia and southern Spain and later the Christian King of Norway. It is said that young Olav made the London Bridge fall down, as witnessed in the nursery rhyme. When Olav was ousted from power in 1028, he withdrew to Novgorod.

His courageous death in combat and the miraculous recoveries that ensued made him soon one of the first patron saints of the Nordic countries. When the Orthodox and Catholic churches were separated in 1054, Olav remained one of the last saints common to both churches. His birth and death almost exactly 1000 years after Jesus Christ further contributed to his popularity. *(Aaro Söderlund)*

Olav was internationally known as a historic figure but even more so as a saint. Via his connections with the Vikings, his respect stemmed from the cults of the English royal saints from the 1050s onwards. In connection with the Viking trade, the Cult of Olav spread quickly in the late 11<sup>th</sup> century from the Anglo-Norwegian cultural circle to Western Europe, the Baltic Sea region, Novgorod, Constantinople and, as a result of pilgrimages, to the Holy Land. *(Knuutila 2011)*

St. Olav was considered a protector of seafarers and, like other saints, a comforter of the sick and sinners (Söderlund). In Finland, Olav was the patron saint of soldiers and cutting weapons who people turned to in war or to heal cuts and wounds (Linna) because he had fallen in battle and suffered a battle axe wound. When the 850<sup>th</sup> anniversary of the archdiocese was celebrated in Trondheim in 2003, pilgrimage sort of resumed by itself. In 2010, the old 5,000 km routes to Trondheim received the status of Cultural Routes of the Council of Europe. The current routes traverse Norway, Sweden and Denmark. In just a few years, the hiking routes have become Norway's fastest growing tourism destinations that attract travellers especially from Germany but also all the way from China, the Arab states and the United States. *(Söderlund)*

### 3. Cult of St. Olav in Finland

According to preserved information, from the 13<sup>th</sup> century to the middle of the 16<sup>th</sup> century 23 churches and chapels were dedicated to St. Olav in the inhabited Finnish region of the time. 39 churches had altars dedicated to him. Artworks depicting Olav have been found in 61 ecclesiastical buildings in all regions except for Karelia and Savonia. In total, there have been 71 churches honouring Olav. Of them 7 were located in the Åland Islands, 22 in Finland Proper, 11 in Satakunta, 14 in Tavastia, 5 in Uusimaa, 8 in Ostrobothnia, 3 in Karelia and 1 in Savonia. The three stages of the spread of the Cult of St. Olav were



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temporally and locally related to the different stages of Swedish migration. The Cult of St. Olav spread with Swedish sea trade and immigration, even though neither of these can be verified in all the areas where he was honoured. (Knuutila 2011)

<http://www.teologia.fi/artikkelit/uskonto-ilmiona/635-pyhaen-olavin-kultti/>)

The tradition of honouring St. Olav spread throughout inhabited Finland as parishes were established as part of the Christianisation process. The Cult of Olav spread regionally and socially among the people. It was taught that Olav was, especially, a protector of the ruling political elite as well as its military, farmers and merchants. (Knuutila 2011)

St. Olav's Day was celebrated on 29 July, which marked the beginning of harvest. The date also had significance for predicting the crop yield and forecasting the weather (Söderlund). St. Olav's day was included in the liturgical calendar from the 13<sup>th</sup> to the 16<sup>th</sup> century and in some places even in the 18<sup>th</sup> century. In addition, until the 19<sup>th</sup> century, the day was included in the communal calendar of an agricultural society. (Knuutila 2011)

Due to reasons related to legislation, health and religion, St. Olav's grave in the Nidaros Cathedral was a destination for pilgrims until the end of the Middle Ages, when pilgrimages were banned in connection with the Protestant Reformation. (Söderlund). In addition to dedicating churches and chapels in Finland, St. Olav's Day was a work-free day of market celebration in St. Olav parishes. (Knuutila 2011)

The Cult of St. Olav spread extensively in Tavastia, as demonstrated by the vast numbers of dedicated churches and depicting St. Olav in sculptures and even in the Satakunta seal in the 14<sup>th</sup> century. The forms of the cult of saints were essential in lay devotion. Pilgrimages were an important part of the cults of saints and even practising religion in general in the Middle Ages; they were motivated by the saint's role as a link between man and God and by the belief that visitors of a martyr's grave received some of his or her spiritual power. According to Cristian Krötzl, the Finns, and especially the people from Tavastia, actively participated in pilgrimages in the Middle Ages, even though there are no specific numbers recorded. The Tavastian people were pilgrims in their home country, the Nordic countries and even in far-away countries. (Ossi Kokkonen in: *Ristin ja Olavin kansaa. Keskiajan usko ja kirkko Hämeessä ja Satakunnassa*. Ed. Marja Liisa Linder, Marjo-Riitta Saloniemi and Christian Krötzl. *Tampereen museoiden julkaisu* 55. Tampereen museot: Tampere, 2000.)

The liturgical part of the cult was borrowed from England, which is one example of the cultural influences of St. Olav. The cult, which was established due to political reasons, quickly spread all the way to Constantinople. (Räsänen, *Historiallinen aikakauskirja* 2011)

The rank that determined the number and quality of the liturgical celebrations of the Mass and prayers on St. Olav's Day (29 July) varied in different calendars of saints, including Vesilahti, from the highest totum duplex to the simpler duplex. This rank is also entered for St. Olav's Day in Missale Aboense. Finland also honoured other Nordic saint kings, such as Swedish Erik the Saint and Danish Canute the Saint. Their feast days were ranked totum duplex in different calendars. For example, as the titular saint of the Kangasala church, St. Olav has maintained the totum duplex rank in the Kangasala Calendar. St. Olav's Day was printed in red in both Missale Aboense and Mikael Agricola's calendar, which marked the ecclesiastical significance of the day. In the early 14<sup>th</sup> century, St. Olav and St. Lawrence had an altar in the Cathedral. (Martti Linna)

In church art, St. Olav is commonly depicted as a bearded, crowned king who tramples a beast and is often holding an axe. The axe became his symbol despite the fact that the blow of an axe only wounded him. He was killed by a sword (Knuutila). The beast may have a human head or it may be shaped like a human being because it depicts the evil that St. Olav has conquered in himself. (Martti Linna)



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According to the saga of St. Olav, he also attempted to pillage Finland but was unsuccessful. Perhaps this has also contributed to the extensive spread of the cult of Olav in Finland. Olav's life at the sea is depicted in the beautiful mural on the wall of the Kalanti church. It seems that the Cult of Olav peaked when the Finnish regional cult of saints was born. This undoubtedly increased the popularity of the cult as the Cults of St. Henry or Erik had not yet developed enough by that time. St. Olav was also the most internationally known Nordic saint, and the Nidaros Cathedral in Trondheim, where St. Olav was buried, was a popular destination not only for Norwegian pilgrims. (*Krötzl 1994*)

The Cult of St. Olav reached Finland in the early 13<sup>th</sup> century, starting from the Åland Islands and Southwestern Finland, the Satakunta Coast, Western Uusimaa and the Vanaja region. From these parts it first spread in the latter half of the 13<sup>th</sup> century and the beginning of the 14<sup>th</sup> century and then in late 15<sup>th</sup> century and early 16<sup>th</sup> century to entire inhabited Finland. All three stages are connected to the different stages of Swedish migration: Swedish sea trade, migration, and the politico-economic and military upper class in Finland. Based on known materials, St. Olav is clearly the most popular patron saint of Finnish churches. However, it is difficult to assess his significance in relation to all the other saints honoured in Finland because there is no reliable comparison data. (*Knuutila*)

Of the known Finnish churches dedicated to St. Olav, the most important ones seem to be located in Kalanti, Nauvo, Ulvila, Kangasala, Kalvola, Sysmä, Kivennapa, Tenhola, Jomala and Saloinen. There is no known information about a church dedicated to St. Olav in eastern Uusimaa, although there is no reason to doubt its existence in light of the general nature of the regional cult of saints. Other St. Olav's churches include the ones in Lemu, Lappi, Yläne, Tyrvää and Urjala. The Sääminki church may also be dedicated to St. Olav. St. Olav is the second titular saint in Vyborg and Närpiö and possibly in Pietarsaari. The chapels in Lemböte and Vårdö can be included outside Agricola's list. The church of the Dominican monastery in Turku was also dedicated to St. Olav. It is, however, uncertain whether the church in Parainen really is dedicated to St. Olav. There is definitely a St. Olav's church in Nauvo nearby, and it was not very common to have adjacent cults of saints in Finland. The Olavinlinna castle and its chapel were dedicated to St. Olav. The significance of the regional Cult of Olav is emphasised in Southwest Finland, Satakunta, Karelia, the Åland Islands and Ostrobothnia, at least. There is evidence of no fewer than 23 St. Olav's churches including the Olavinlinna chapel, and their number may be greater still, as we do not know the cult of saints of every church. Out of all regional titular saints, St. Olav is clearly the most popular. In Tavastia, however, his popularity as a saint is still surpassed by St. Birgitta. (*Linna*)

Together with St. Michael's churches, St. Olav's churches surround the inhabited areas of Finland of the Middle Ages as if forming a protective zone. In Ostrobothnia there are Saloinen, Pietarsaari and Närpiö; in the northern parts of Southern Finland Ulvila, Kangasala, Sysmä and Sääminki, which also guards the eastern border; and in the east Kivennapa and Vyborg. Olav is also the titular saint of the Lappi and Yläne villages, which are part of the Eura–Köyliö region. Together with the leader of the heavenly army, Archangel Michael, Olav the patron saint provided the soldiers with strength and endurance to fight under the King of Sweden against enemies outside and within. (*Linna*). St. Olav's Churches were built in Ostrobothnia, Päijänne Tavastia and Karelia in the 14<sup>th</sup> century after the Treaty of Nöteborg, and in late 15<sup>th</sup> century in connection with the construction of Olavinlinna castle. The churches were, therefore, located along the border of "Sweden" and "Russia" at Oulunsalo–Olavinlinna–Kivennapa. It is significant that the main tower of the Vyborg Castle was called the Tower of St. Olav. (*Knuutila*)





## 4. St. Olav Ways in Norway and Sweden

Hundreds of years old, a pilgrimage route between Oslo and the Nidaros Cathedral was reopened in 1997 and accepted as a Cultural Route of the Council of Europe in 2010. In Norway, St. Olav Ways includes six paths and six regional pilgrim centres. The paths traverse villages and towns, mountains and rivers, presenting old houses, churches and traditional Norwegian food, among other things, along the way. Overall, the paths, which are marked with the St. Olav Way logo, span more than 5,000 kilometres. Approximately 2,000 km of the paths are located in Norway (<http://pilegrimsleden.no/en/>). The paths in Sweden span 564 km in total, and they received an official status in 2013 (<http://www.nordicpilgrim.com/en/home2/>). The operating companies are looking to expand the ways to Finland and Iceland in the next few years.



Figure 1 and 2. A map and official logo of the St. Olav Ways in Norway and Sweden

## 5. St. Olav's Ways in Finland

In addition to the churches and chapels dedicated to St. Olav, there are different celebrations, festivities and market activities in Finland that are related to St. Olav. The one-month Savonlinna Opera Festival takes place in the Olavinlinna castle, and it is the longest-running festival in the world celebrating St. Olav. In order to have Finland included in the official European Cultural Routes, we aim to map out the existing route elements in Finland and join the existing network of routes. The route of Finland doesn't need to be



certified again as an official European cultural route if St. Olav ways Finland joins the St. Olav Ways Norway and uses the same route logo.

Finland's part in the network of St. Olav's ways may comprise several types of routes that each have their own characteristics. However, their common criteria include historical evidence of connections to St. Olav and sections that are completed on foot. This kind of evidence may include locations named after St. Olav as well as written history. In Sweden and Norway, the paths are in many places the same routes that have been used in trade, wars and immigration.

At best, the St. Olav's ways in Finland could span up to 11 regions. This way, the routes would introduce the travellers to the specialities of Finnish nature, national landscapes (such as the Archipelago Sea, Aura River Valley and Olavinlinna) and valuable habitats.



Figure 3. Aaro Söderlund's proposal for a routes in Finland: the proposal is based on the locations of churches named after St. Olav and roads that date back to the Middle Ages.

**1. Archipelago route:**

Grisslehamn–Jomala St. Olav's Church–Kökar (Franciscan Days!) –Korppoo–Nauvo St. Olav's Church–Parainen–Turku (built on the grounds of St. Olav's Monastery!)

**2. Coastal route:**

The King's Road leads from Turku to the Russian border (530 km), and along the way there is the wonderful Tenhola St. Olav's Church and Hirdal in Fagervik, whose name and location suggest that it is St. Olav's first place of battle in Finland. Then, Sipoo, Hamina, etc.

**3. Inland route:**

St. Olav's Monastery grounds in Turku–Kalanti St. Olav's Church–Eura/Rauma–Pori–Tyrvää St. Olav's Church–Savonlinna–Border near Vyborg.



Figure 4. Canoeing: Keijo Penttinen



Figure 5. Sauna: Hanna-Kaisa Hämäläinen

## 6. Cultural tourism in Finland

*“Cultural tourism produces tourism products and services for local people and tourists on a commercial basis, taking into account the regional and local cultural resources. The aim is to create experiences and offer a chance to get to know the cultural resources, learn from or participate in them. This reinforces the formation of a personal identity and promotes the understanding and appreciation of one's own culture and other cultures. Cultural tourism resources cover everything that humans have created and formed: history, cultural landscapes, built environment, archaeological sites, museums, performing arts, visual arts, events, crafts, language, tastes, traditions, conventions, values, ideologies, lifestyles, religion, traits and accomplishments in science, the arts, technology and trades.”* (Cultural work group of the national tourism strategy)

“Finland's strengths include the functional contrast between modern and natural cultural heritage, location where the East meets West, technology, the Finnish lifestyle and creativity.” (MEK)

<http://www.mek.fi/studies/kulttuurimatkailun-kehittamisstrategia-2014-2018/>

Finland primarily aims to be a niche market in tourism and will specialise in tourism services characteristic to the nation. In tourism development, it is important to integrate the Finnish culture into tourism services.

[https://www.tem.fi/files/27053/Matkailustrategia\\_020610.pdf](https://www.tem.fi/files/27053/Matkailustrategia_020610.pdf)

As part of the Finnish Cultural Tourism Strategy for 2014–2020, the Finnish Tourist Board carried out a survey identifying so-called modern humanists as the target group with the highest potential. For this group, tourism is significantly motivated by the intangible cultural heritage of the destination, such as the local way of life or food culture.

Modern humanists enjoy a holiday that includes beautiful scenery, a chance to experience a connection with nature, relaxation, activities and a getaway from the everyday life, as well as an opportunity to experience the diverse culture of the destination including monuments, cityscape and the local conventions, way of life and food.

To summarise, Finnish cultural tourism provides the following opportunities, for example:

- food tourism is a growing trend and our target group is especially interested in clean, responsibly produced local/organic food, authenticity, and local food culture





- the significance of intangible cultural heritage is growing (intangible cultural heritage includes oral tradition, performing arts, social life practices, rituals and festivities, expressions, practices, information, skills, tools and locations that are related to them)
- lifestyle trends – crafts, recycling (reuse), traditional craftsmanship, cultural utilisation of wellness (experiencing the Finnish silence and slow life, expert-led personal development)
- future trends: Culture in Nature combinations, sense of place, forest and water tourism (relationship with the forest, products of nature (forest and water) and using them for healing), wild food
- international niche movements and events, fans of Gallen-Kallela, Sibelius etc.



Figures 6 & 7. Traditional Finnish Karelian pasties and lingonberries: Hanna-Kaisa Hämäläinen

Developing a St. Olav's way also includes the key areas of developing cultural tourism:

*Active utilisation of existing tools in the commercialisation process.* For example, the tools developed by Culture Finland, experiences obtained through cultural tourism networks and travel routes and the tools and practices shared by partners in the Certess project.

*Offering the customer an opportunity to experience the Finnish way of life,* identifying and highlighting local strengths and actively engaging tourists to participate in cultural events, traditional reenactments, doing crafts and local activities.

*Combining culture and nature or culture and wellness.* A Finnish sauna along a hiking path, food from nature, traditional sceneries, historic buildings, theatres, museums, galleries etc.

*Utilising existing routes in tourism,* or in this case aiming for co-operation with the King's Road, the Archipelago Route and the Ox Road of Häme and finding solution models for maintaining information on the routes.

*Food theme* that emphasises local food as part of the products. (Finnish National Tourism Board)

## 7. Customer profiles

The potential customer groups of St. Olav's ways in Finland include school groups, self-searchers/experimenters and experienced pilgrims, for example. The target groups will have different expectations towards the hike and different demands for services: School groups can use the cultural

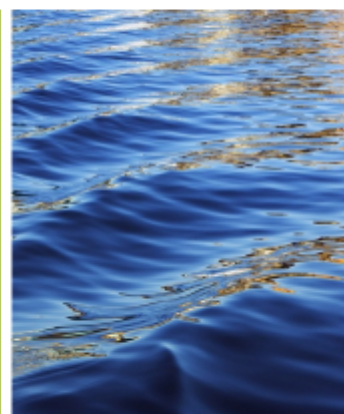


services locally as part of learning, but usually the groups spend their night outdoors and cook their own meals. Services are not that significant for this group.



**OBJECTIVES:** To learn about history, the diversity of nature, scenery, flora, fauna, built environment and locations that demonstrate culture.  
To learn survival skills including: map reading, navigation, lighting a fire, cooking food, working as a group, personal resources

**SCHOOLGROUPS**



Self-searchers/experimenters are looking for a getaway from the everyday life, a sense of community and a deep experience in nature. This customer group wants to learn about the historical background of the route, for example through a website, and plans to use cultural content, accommodation and meals during the hike.





**PROCESS:**

PREPARATION,  
KNOWLEDGE,  
HISTORICAL  
BACKGROUND,

EXPERIENCING  
NATURE,

CULTURAL  
DESTINATIONS,  
ACCOMMODATION,  
FOOD

SOCIAL  
INTERACTION,  
GROUP

FINDING YOURSELF



Walking as the core experience: meditative, connecting.  
**OBJECTIVES:** Getaway from the mundane routines, new experience of time, feeling of freedom.  
Nature as a source of spiritual inspiration and a place for solitude.  
Sense of community, shared experiences

**SELF-SEARCHER, EXPERIMENTER**



The third likely customer group are experienced pilgrims who have already completed other routes. This group is interested in religious destinations, local villages and way of life and finding a connection with something holy. The members of this group want to challenge themselves and experience something new. They value the offering of cultural and religious destinations, local food and a functional route and accommodation network.

**PROCESS:**

SPIRITUAL REASON,  
HISTORIC  
BACKGROUND

EXPERIENCING THE  
LOCAL CULTURE AND  
WAY OF LIFE MORE  
DEEPLY THROUGH  
IMMERSION

EXPERIENCING  
NATURE, RELIGIOUS  
DESTINATIONS

RITE OF PASSAGE,  
POINT OF CHANGE

SURPASSING  
YOURSELF, CHANGE,  
COMPLETING A GOAL



**OBJECTIVES:** To find a new perspective on the modern reality, way of life and history. To visit religious locations, villages and towns. To find a connection with truth, perfection and holiness. The core experiences include a rite of passage and challenging yourself physically and mentally.

**EXPERIENCED PILGRIM, ROUTE  
ENTHUSIAST**





## 8. Future work to bring a St. Olav's WayS to Finland

The aim of this work is to have Finland included in the official European Cultural Routes. At the moment the Nordic countries are not very well represented in the network of the cultural routes and there are no official routes operating in Finland. The development has been started in co-operation with an extensive partner network. Among others, the discussions have had with the following parties: Ministry of culture and education, Helsinki–Uusimaa Region (King's Road), National Board of Antiquities, University of Eastern Finland (Castle to Castle [Linnasta Linnaan] project), The Outdoor Association of Finland and parties related to pilgrimage, Turku University of Applied Sciences, JAMK University of Applied Sciences as the European Council's CERTESS project partner, and National Pilgrim Center Norway. During the year 2014 also a pre research project was executed in Pirkanmaa area by association Vesajärven Ollit ry. The aim was to look into possibilities of creating the pilgrim route via Pirkanmaa.

The most important step for the upcoming route is to determine the first pilot section that will be proposed to be included in the network of St. Olav Ways. This will also define the starting point and enable organisation for the first route section. It is essential to use the existing tourist routes in Finland as the basis for the upcoming route network.

The partner network of each route section should include the relevant municipalities, the region, local operators, landowners, entrepreneurs that provide services and sponsors. This route plan forms the basis for further development work. However, together with the partner network, we need to prepare a more specific route plan for each region that covers the specific destinations (historic evidence, religious destinations, cultural destinations, support services), terrain, marking and maintaining the route, marketing, research. The work should also make use of the co-operation between different regions and with institutions of higher education and the National Board of Antiquities, for example.



Figure 8. Church of St. Olav Nauvo: Aaro Söderlund



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## 9. The Certess project: best practices and tools

In the RIP the following best practices and government tools has been chosen. The chosen practices and tools are mostly form the first parts of the RIP since the work is in the very beginning in Finland.

- 6C-GI P12 7      GOPP workshop method
- GI-LP-6          Stakeholder analysis
- OT LP 10        Practical guide to Transfrontier cooperation
- 6A-GP P12 2      Carelia á la Carte
- 6C-GI-P4-7       “European Cultural Routes”. A practical guide
- 6C-GI-P8-7       Governance of Cultural route
- 6C-GI-P2-2       Via Francigena route: Lazio Region trail
- 6A-GP-P4-2       Heritage alive

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## Partner 13 - Tourist Agency of Lower Silesia (Poland)

### Route of Castles and Palaces of Lower Silesia

#### 1. Background and framework of action

The project outlined below is part of the CERTESS Project, *European Cultural Routes Transferring Experiences, Sharing Solutions*, led by the European Institute of Cultural Routes, in which Lower Silesian Tourist Organization was partner no. 13.

The purpose of CERTESS is to share experiences related to the management of the cultural heritage and to develop and implement European Cultural Routes.

Over the course of the CERTESS Project, all the strategies that influenced knowledge transfer and the sharing of best practices and management tools were strengthened through various study tours, tutoring sessions and by building the database that incorporated good practices and governance instruments so that partners could access and use them as reference.

In the final phase of the project, each partner developed Route Implementation Plan, existing or new Cultural Route. In the frame of this project Lower Silesian Tourist Organization propose new Culture Route in the region under the name **European Route of Palaces and Castles**. This paper is a resume of created Route Implementation Plan of this new proposition prepared in the frame of common CERTESS's methodology.

Passing to main theme choice of the theme is partly due to the region's potential in the field of this type in the region of Lower Silesia is the largest number of them from all regions of Poland, they represent basically all architectural styles in a huge variety and value. Among these facilities are those belonging to the imperial family and designed by the greatest architects. In these Castles and Palaces many stories were taken place by which could be told story of Europe. The basis of chosen theme was also marketing research of motivations of tourists visiting Lower Silesia the main are Castles – 46, 1 %, I

Lower Silesian undergrounds and fortifications – 37,0 %, Palaces - 32,5 %, Spas - 25,0 %. As it is shown Castles and Palaces are the main recognized attraction in the region. Research has been carried out on a representative sample of 1000 tourists visiting Lower Silesia.

#### 2. Partners

The main organizer of the route is Lower Silesian Tourist Organization (DOT). There are also 12 partners in this project.

Table 1. Partners of the project

	Name of the castle (palace)	Legal form
1	Kamieniec Ząbkowicki Castle	Ownership of Kamieniec Ząbkowicki local government
2	Leśnica Castle	Ownership of Wrocław local government



	Name of the castle (palace)	Legal form
3	Kliczków Castle	Company
4	Czocha Castle	Ownership of the Real-estate Military Agency
5	Chojnik Castle	Polish Hiking Mountain Club
6	Staniszów Palace	Private property
7	Książ Castle	Company, Ownership of Walbrzych local government
8	Bolków Castle	Ownership of region government entity, Museum of Giant Mountains
9	Grodziec Castle	Company, Ownership of Zagrodno local government
10	Łomnica Palace	Company
11	Topacz Castle	Company
12	Alexandrów Palace	Company

Source: DOT



Source: DOT: Kamieniec Ząbkowicki, Topacz, Książ and Bolków Castles.

### 3. Route

Route in its assumption in the first stage of the trail will be a car and bike route, however, an archipelago of more points.

On the one hand, the course is presented a detailed route, including in the case of a point of interest of their availability and attractiveness for different groups of customers on the other hand the technical placement of small infrastructure on the trail.





As it has been included in the above-mentioned document will apply the concept car runs and bicycle trail divided into customers and their motivations.

Map 1. Course of car route



Source: DOT

Signing according to division presented below:

Tourist A – organized, motorized, business  
Tourist C – motorized, individual  
Tourist E – bike, individual

Tourist B – organized, motorized, school  
Tourist D – motorized, family  
Tourist F – bike, family

Car Course of route is presented above.



## 4. Reconstruction Works

RIP includes also technical documentation of the route it means: Conception and localization of small infrastructure on the route as the example below.

Pic 1 & 2 Small Infrastructure on the route



Source: DOT

Car Route signposting have been divided in some stages.

1. Inventory
2. Indicate initial number of signs with localization
3. Talks with communes and managers about participation in costs and later maintaining of signs
4. Project of signposting and public procurement
5. Maintaining of signs

Signposting of car route will be on the basis three forms of E-22 road signs which is regulated in Regulation of Infrastructure and Minister of Internal Affairs and Administration from 13 July 2002 about road signs and signals. Planing signposting of bicycle route will be on the basis of rules from Eurovelo Cycle Federation .

Photo 1. Example of E22b car route sign post



Source: DOT



## 5. Tree of goals

The analysis and audit of the tourism potential in the field of services on created routes, meetings with local partners –hosts of palaces and the castles are the basis for definition of the overall goal and objectives of the strategic and operational development of the route.

### **>>> The overall objective of the development of the European Route of Castles and Palaces <<<**

The overall objective of the development of the European Route of Castles and Palaces is to increase employment in the tourism and broad services to satisfy a variety of needs including new visitors and residents of Lower Silesia in the field of European cultural heritage.

The overall objective would correspond to a vision of the development of the region. Region of Lower Silesia, a region with a rich cultural values and historical legacies and traditions connected with an integrated line of cultural tourism products with neighboring areas of Polish, Czech and Saxony. Region is seen as a European and mysterious region so attractive to visitors. Route development based on principles of sustainable development, with an emphasis on respecting the cultural heritage of different national and ethnic groups. Development takes place in three levels coexisting together: social, economic, environment with respect to the nature and potential of historic buildings. Quality of service is compatible with the latest standards implemented in the European Union including good practices in this area described on CERTESS database, provides a source of income for residents and decreasing unemployment in the border areas.

The strategic objective is the development of the route - an integrated cultural line – product tourism. The European Route of Castles and Palaces of high quality and strong recognition of the cultural potential of border regions. In the frame of main goal tree of operational goals was formulated as below.

Main Goal			
<i>Creating high quality touristic line product on the basis of sustainable potential of big variety of culture attractions interesting for strictly detailed group of tourists</i>			
⇓	⇓	⇓	⇓
<b>OPERATIONAL GOAL 1</b> Creating possible variants of the route	<b>OPERATIONAL GOAL 2</b> Development of networking product in the region	<b>OPERATIONAL GOAL 3</b> Promotion of new touristic product	<b>OPERATIONAL GOAL 4</b> Cooperation in networking formula and support for gestors

## 6. Tree of actions

In case of every operational goal specific actions were predicted for operational goal number 1 following action are planned.

<b>OPERATIONAL GOAL 1</b> Creating possible variants of the route
⇓



Action 1.1. Inventory of needs in reconstruction  
Action 1.2. Catalogue of little architecture  
Action 1.3. Preparing of little architecture  
Action 1.5. Creating System of Visual Identification of signposting architecture etc.  
Action 1.6. Permissions for signposting and little architecture  
Action 1.7. Signposting of bike route  
Action 1.8. Signposting of car route

In this goal some planning activities are included some are prepared in the former parts of this study especially action 1.1. and 1.2. Action 1.6. should be prepared in the Feasibility Study of the project comprehensive jointly application by all partners, e.g. in the frame of future Regional Operational Programme or separately by separate municipalities. It is necessary of course the cooperation between the municipality and the host of the castle but sometimes commune is also a host of the monument. Detailed concept of the course /maybe with necessary minor adjustments Perhaps due to the possibility of adaptation of new communication passages, not assumed here in this paper because route was set on the surface of existing bicycle paths and roads.

Action 1.6. Creating a detailed concept of location signage, seating areas, a small infrastructures should contain all the necessary location plans with the landowner consents, the owner of a road /GDDKiA, District, Municipality/ Police etc. An important point is to create a logo and a Visual Identification The Book Mark action 1.5.

In case of second operational goal there are actions concentrated on quality on the route.

**OPERATIONAL GOAL 2**  
**Development of networking product in the region**



Action 2.1. Inventory of services on the different variants of route  
Action 2.2. Establishing quality on the route  
Action 2.3. Signing services on the base of SIV  
Action 2.4. Monitoring of quality on the route  
Action 2.5. Rules of cooperation on the route  
Action 2.6. Cooperation in promotion and information on the route  
Action 2.7. Preparing packages for different segments

Actions under operational objective 2 focuses on the delivery of services tailored to tourists providing them the opportunity to explore the route with high quality o stay. This is not only basic touristic services like hotel and gastronomy services, that also these which are elements of extended touristic product. Action 2.1. is prepared in the frame of this document also action 2.2.in general is prepared in the frame of RIP.

Indicated on the certification and recommendation path and Certification System Tourist Products on the route. Certificated facilities and services on the route will be he could benefit from a wide promotional and consultancy support in their activities, however continuous improvement of the quality that will be monitored is the main condition of this support. Action 2.5. means establishing rules of cooperation, authors propose the form of association of which proposition of the statute based on CERTESS good practices is included in RIP.



In case of third operational goal There are mainly promotional actions which will be differential in the case of other segments ad directions.

**OPERATIONAL GOAL 3**  
Promotion of new touristic product



Action 3.1. Promotion – mix on national Touristic market  
Action 3.2. Promotion – mix on EU Touristic Market  
Action 3.3. Promotion – mix on non – EU Touristic Market /eastern Europe/

Diversified tools are :

- www
- catalogues
- Study tours for journalists and tour operators
- Touristic fairs
- Historic reconstructions and regional products fairs
- Touristic cards
- Loyalty program
- Exhibitions
- Online television
- Historic reconstructions events
- Touristic newspapers

We use some CERTESS good practices seen during study visit to implement them in this planned promotional activities.

In the goal 4 following actions are planned.

**OPERATIONAL GOAL 4**  
Cooperation in networking formula and support for managers



Action 4.1. Consultancy for entrepreneurs on the route  
Action 4.2. Workshops, study visit for guides of tourism information centres, and staff from castles  
Action 4.3. Exchange employees between polish and Czech and German partners  
Action 4.4. Data Mining researches  
Action 4.5. Meetings and yearly forum  
Action 4.6. System of touristic voluntary support for entrepreneurs

Action 4.1. will be organized by Lower Silesian Tourist Organization

Action 4.2. will also be managed by organizer of the route. In this action workshops on management of tourist products will be carried out. Their goal is to raise knowledge of partners, learning best practices through the opportunity to ask questions to persons managing or participating in the creation of the largest, most well-known European destinations. Study visits will be made to other countries where the routes of castles and palaces are much more advanced. Examples include, among



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others, Castles and Palaces of the Loire Valley. This product is very well known, although the number of monuments found there is much less than in the example Jeleniogórska Valley on Lower Silesia. An attempt to answer this question and observation of the significant way cooperation partners increase knowledge of partners of Palaces and Castles Route.

Action 4.3. will be the exchange of personnel in the form of internships, in which the IT staff and castle and palace facilities' staff (including guides on these monuments) will be able to learn the way of work in other countries and enhance their knowledge of the region.

Action 4.4. will be carried out in system data mining /data from the monument's statistics/ gathered in system ex ante and ex post.

Action 4.6. is a rather new approach Action which will include an analysis, strategy and concept activation for the Polish Youth (Lower Silesia, Opole, Silesia) and those living in the Czech and German border area, in order to build a marketing communication for the brand: volunteer tourism. Operation will aim at supporting the voluntary work in the area of cross-border tourism especially in palaces and castles including those which are closed and not open to tourists.

## 7. Financing

Activities in Operational Goal 2 Promotion of new touristic product and in Operational Goal 3 will be financed in frame of Flag Project in Interreg Poland-Czech Republic. In this project partners will cooperate together, coming from regions like:

- Dolnośląskie /PL/
- Opolskie /PL/
- Śląskie /PL/
- Saxony /DE/
- Liberecky Kraj /Cz/
- Kralovohrdecky Kraj /Cz/
- Pardubicki Kraj /Cz/
- Olomoucki Kraj /Cz/

Activities in Operational Goal 4 are planned to be financed in Erasmus Plus Programme.

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